

# *Sales* MANAGEMENT

## **PROCTOR'S "DEPARTMENT OF CUSTOMER SATISFACTION;"**

... What it is ... How it operates ... see page 37.

## **Selecting Media For Specific Potentials**

Case histories show practical results of analyzing sales and media data by market classification in concluding article on "How to Increase Sales Through Better Media Selection" by Arthur Hurd, J. Walter Thompson Co. See page 44.

**OTHER FEATURES IN THIS ISSUE:** Why Beech Aircraft is promoting its four-seat Bonanza in selected markets (see page 42) ... Chevrolet sponsors forum for agency sales managers (see page 63).



**25 CENTS**

**DECEMBER 15, 1946**



## WHEN A WOMAN SHOPS

When a woman shops with critical eye for major household things, it rarely happens that practical ideas of utility alone will weight the choice she'll finally make—because, you see



## SHE HAS A PICTURE IN HER MIND

She has a picture in her mind... inspired by the pages of her favorite women's magazine... a picture of a domain in which she'll reign serene and piece by piece she'll strive to make that picture real.



## BRAND NAMES ENTER THESE BUYING-PICTURES BEST THROUGH *McCall's*

Month after month skillful in-the-home research helps McCall's editors implant in more than 3,500,000 women's minds stimulating "mental pictures" that move advertising into action off the pages of McCall's.

# The Detroit Free Press

## LARGEST WEEKDAY CIRCULATION OF ANY NEWSPAPER IN MICHIGAN

●  
**WEEKDAYS . . . . . 417,336**

**SUNDAYS . . . . . 443,679**

*Average Net Paid 6 months ending September 30, 1946*  
(ABC Publisher's Statement)

● Comparison of ABC Publishers' statements of circulation for the 6 months period ending September 30, 1946, reveals that The Free Press has the largest weekday circulation of any Michigan newspaper. Also that only four other weekday newspapers in America, morning or evening, west of Philadelphia, now have larger circulations than The Detroit Free Press. These four newspapers are in Chicago, whose population is more than twice that of Detroit. Advertisers wishing to take fullest advantage of America's Fourth Market, should use this larger circulation of The Free Press.

# The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

**ON GUARD**  
FOR OVER  
**A CENTURY**



DECEMBER 15, 1946

# *Sales* MANAGEMENT

## THE MAGAZINE OF MODERN MARKETING

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and a **Happy New Year**



"These Metro Group sections  
(In all, twenty-six)  
Are looked at because folks  
Just *can't* resist pix.

"They're *locally* edited—  
That fact alone  
Accounts for the highest  
Page readership known.



"Buy twenty-six sections—  
Or just draw a bead  
On 10 publishing cities  
If that's all you need.

"An audience larger  
Than many you'll see,  
With key market coverage  
And *e-con-o-mee*.

"That's what to give clients  
For Christmas this year—  
And how to assure them  
A *prosperous* New Year!"



And A Merry Christmas To You From

**Metropolitan Group Gravure**

BALTIMORE SUN

BOSTON GLOBE

CHICAGO TRIBUNE

CLEVELAND PLAIN DEALER

DETROIT NEWS

NEW YORK NEWS

PHILADELPHIA INQUIRER

PITTSBURGH PRESS

ST. LOUIS GLOBE-DEMOCRAT

WASHINGTON STAR

ATLANTA JOURNAL

BOSTON HERALD

BUFFALO COURIER-EXPRESS

CINCINNATI ENQUIRER

DES MOINES REGISTER

DETROIT FREE PRESS

INDIANAPOLIS STAR

LOS ANGELES TIMES

MILWAUKEE JOURNAL

MINNEAPOLIS TRIBUNE

PROVIDENCE JOURNAL

ST. LOUIS POST-DISPATCH

ST. PAUL PIONEER PRESS

SEATTLE TIMES

SPRINGFIELD UNION AND REPUBLICAN

SYRACUSE POST STANDARD

**THE NATIONAL NETWORK OF SUNDAY MAGAZINE PICTURE SECTIONS  
INDEPENDENTLY PUBLISHED AND LOCALLY EDITED FOR 14,000,000 FAMILIES**

DECEMBER 15, 1946

# The Human Side

## ... AND ONE TO GEN'L. MARSHALL

The old "better mouse trap" theory went to work for Ambrose Brownell. People beat a path to his door—for holly! From Oak Grove, Oregon, this Christmas, farmer Brownell's holly corsages are flying by air express to service wives on Guam, to florists and customers all over the United States. A steady customer—General Marshall.

It all began 18 years ago when Brownell and his family packed, as holiday gifts, a few boxes of the holly which grew wild on their farm. Each year thereafter, the big oak dining room table was put to greater use, being as it was the repository of the freshly cut holly and the bright red ribbon.

Until that day, 18 years ago, the Brownells concentrated on raising chickens. The holly which grew so abundantly on their farm was pure lagniappe. Now it's the tail that wags the dog—in spite of the fact that the family still keeps on hand 5,000 pedigreed chickens.

And so chicken-farmer Brownell became holly-farmer Brownell. But he doesn't look like a farmer. He looks like an executive. And he has executive ideas. Now he's busily setting up irrigation pumps and importing all the different species of holly known to the world, as an arboretum. This arboretum already has scores of old trees and bushes, with berries of every color from red to black, from England, the Orient, Europe, and the U. S. There will be more than 200 plants when it's finished.

One of the secrets of the Brownell success is the care



FROM A LITTLE JAR—sprouts a sprig of Christmas cheer.

with which each package is wrapped. A special box holds the pot, or wreath, firm. There's no chance of spilled dirt or plant damage while the package is in transit. Brownell himself designed his package. He also designs the reams of direct mail and the advertisements which he sends out. Substantial advertising budgets help the business grow.

"But," as Brownell puts it, "until recently the business was nothing but a headache." Eastern florists didn't want the business because real English holly, shipped from the West Coast, arrived black and leafless. If, on the other hand, it was packed in open crates and (as it usually happened) shipped in a "reefer" rail car with fruits, the gas from the fruit caused the holly to deteriorate almost overnight. The day was saved when Brownell heard about Hood River apple growers who insured good fruit for Eastern markets by spraying the fruit-laden trees with life-giving hormones. Somehow it prevented the fruit from bruising when it dropped to the ground. And it prevented old age from setting in on young fruit.

Now the Brownells dunk holly sprigs in the hormone. Instead of picking the holly in December, it's picked around November 15. Nothing spoils. It just goes to show what a little added ingenuity can do!

## SAGA OF AN AIRLINE . . .

A little bird, which occasionally whispers hot tips (at fifty dollars a cheep) into our ear, informed us that there was a colorful story up at Alaska Airlines. What with talk of Alaska's candidacy for Statehood, Secretary Krug's fondness for the place, and a persistent rumor that the Alcan Highway is a washout—which would seem to cancel out a lot of business possibilities—we think maybe you'll be interested in our research.

In the first place it looks like Hawaii will get the jump on Alaska as far as Statehood is concerned. But Alaskans are grooming themselves for the eventuality of becoming the 50th State. Secretary Krug is the apple of Alaska's eye. He recently took a well-publicized trip over the territory and stored away a fund of knowledge about the place, its peoples and its potentialities. Secretary Ickes, Krug's predecessor, on the other hand, was disliked for his far-away-look whenever Alaska was mentioned. Alaskans can stand anything but being overlooked.

The Alcan Highway, to pick up with our third point, was not so much a washout as a fable. It was built to transport materials of war into the interior and was never intended as a luxury highway. It is a dirt road—not a macadam or cement parkway. It would have been impractical and enormously expensive to build a luxury road through Alaska. The road served, to some extent still serves, its purpose. But as for using it as a main artery to bring industry to Alaska, or even for taking a sight-seeing trip, count it out.

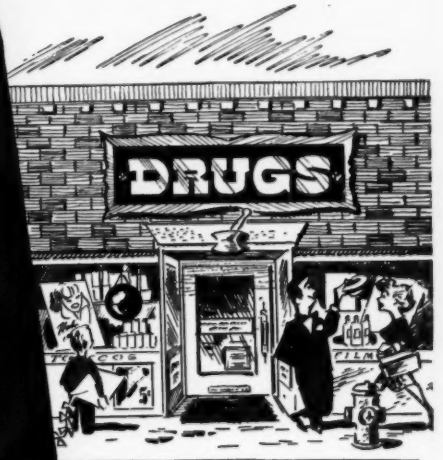
As a matter of fact—and here's where Alaska Airlines enters our picture—the only feasible means to transport

SALES MANAGEMENT

# IF YOU SELL THROUGH FOOD OR DRUG STORES



**REMEMBER**  
**9 out of 10**  
 of all Portland  
 food and drug  
 dealers, whole-  
 sale and retail,  
 read the  
**Oregon Journal**  
 regularly\*



An independent survey firmly established The Journal's high percentage of readership among men and women in these two classifications of business so important to advertisers of food and drug store items. This same survey reveals that The Journal is also read by 9 out of every 10 persons employed in Portland's other major distributive businesses (automotive supply, building materials and electric appliances).

Most important to you is the fact that the Portland Retail Trading Zone\*\* is Oregon's *one and only* major market, and The Journal is its most potent consumer advertising medium.

This trading zone in area is only 8% the size of the state of Oregon (and Oregon is 1½ times larger than all New England). Here is concentrated a population equal to 62% of the state of Oregon; effective buying income equal to 66%; retail sales equal to 59%. And Portland's wholesale firms make

71% of the retail sales in the state. The Journal is the one Portland newspaper with its circulation concentrated in this able-to-buy market. It reaches more families in the Portland Trading Zone than any other daily newspaper.

The Journal today, as it has been for years, is Portland's favorite newspaper, offering advertisers the largest peacetime circulation in its history, both daily and Sunday.

## THE JOURNAL

Afternoon and Sunday  
**PORTLAND, OREGON**

Only Afternoon Newspaper  
 in Oregon's Only  
 Metropolitan Market

Member Metropolitan and Pacific Parade Groups



\*as defined by A. B. C.

\*\*All figures from Sales Management Survey of Buying Power.

Represented by REYNOLDS-FITZGERALD, Inc., New York, Philadelphia, Chicago, Detroit, San Francisco, Los Angeles, Seattle

DECEMBER 15, 1946



# **New and Enlarged COUNTY OUTLINE RETAIL SALES MAP of the United States**

*Based on 1946*

## ***Survey of Buying Power Figures***

You can quickly spot the approximate retail sales level of any county in the United States with the 1946 version of this popular five-color map.

Larger than ever before, this year's County Outline Map measures 27 by 41 inches and includes a special blown up projection of the *entire northeastern section of the U.S.*

Each county appears in one of five colors according to its 1945 retail sales volume as shown in *Sales Management's* 1946 Survey of Buying Power. And 322 leading U.S. cities are clearly marked with an indication of their population level.

Price—\$3.50 each; \$2.50 each for orders of more than one copy. The map will be mailed postpaid in a heavy mailing tube.

To insure receiving your copies before the first edition is exhausted, you are urged to check your organization needs now and order promptly.

***Sales* MANAGEMENT**

386 Fourth Avenue, New York 16, N. Y.

supplies or persons into the interior in certain sections is by airline. Alaska has a scant 517 miles of railroad; it has a steamship line which traverses only the coast. For those Alaskans of the interior who order supplies from the States and depend on the ships and the railroad to deliver them, it is necessary to order a year in advance in some cases. (Incidentally Alaskans have to order everything from the States—milk to building supplies.) When a young lady of the interior recently began to make her wedding plans—the usual year in advance—she ordered her entire trousseau and, without giving a second thought or being looked at askance by family or neighbors, who know the need for preparedness—she ordered a bassinet and a complete layette. The young lady was of high virtue. She simply knew her Alaskan transportation.

If she had turned her problem over to Alaska Airlines things would have been different. The airline, unlike any other in the world, has found that it is not merely an impersonal and convenient thing in the life of its users. It is a sort of father, personal shopper and miracle rolled into one. It takes orders for everything and anything, procures them and flies them in to the purchasers.

At Ophir, a summer mining settlement on the aerial route between Bethel and Fairbanks, there is a large store. In addition to all the merchandise necessary to stock its shelves, Alaska Airlines transported all the building material, including steel and concrete. In all the freight totalled 200 tons!

Someone, thinks Alaska Airlines, should erect a monument to the "Bushhoppers," that early and unsung band of pioneer Alaskan pilots who blazed the way for the development of Alaska. They pointed the way to the Alaska of the future.

The airline is immensely proud of the fact that in one and a half years of operation on certificate only two planes were forced to turn back, unable to finish their flights. Contrary to your probable supposition, flying in Alaska is as safe, or safer, than here in the States. Everyone in the interior has short wave radio. And since any child of five knows the schedules to a split second, a plane which failed to appear would be an even to set every radio in the territory sputtering back.

Alaska has produced more than two and a half billion dollars in natural resources. The surface has barely been scratched. But for the two and a half billion which Alaska has produced, it has *bought* supplies to the total of one and a half billion. Consider this as an example of opportunities in Alaska: until recently there was no dairy farm of any adequacy in the territory. Most Alaskans still pay 50 cents for a quart of milk.

What Alaska needs is Builders—not Exploiters. Too many people have come as bleeders—taking everything which they could of the territory's riches—returning nothing. Some of the canneries, for instance, recruit workers from the Pacific Northwest, transport them to the operations and pay them on return to the States. Alaska Airlines has been one of the few industries which has returned profits to the territory itself. It has consistently sought to develop Alaska as the airline itself grew.

The theory—what's good for Alaska is good for Alaska Airlines.

SALES MANAGEMENT





PAUL D. NILES, former sales promotion manager of Braniff International Airways, is named general traffic manager, domestic division.



WALTER J. NILES, newly named vice-president, Frederick Hart and Co., Poughkeepsie, will direct marketing of wire recording machines.



THEODORE ROSENAK has been appointed director of advertising and merchandising of the Jos. Schlitz Brewing Co., Milwaukee.

## NEWS REEL



PROCTER & GAMBLE COMPANY announces new appointments in its executive roster: Neil H. McElroy (left), former general advertising head, has been elected vice-president and general manager. Howard J. Morgens (right) is promoted to manager of the advertising department, and A. N. Halverstadt (center) becomes manager of the radio and media divisions.



HARLEY NOYES, former director of sales and merchandising Community Division, is named the director of advertising, Oneida, Ltd.



ARTHUR H. ROGOW is new vice-president in charge of merchandising of Eversharp Inc., and will direct marketing of their products.



F. E. ROSS is the new supervisor of household refrigeration advertising, Westinghouse Electric Appliance Division, Mansfield, Ohio.

# NO. 3 OF A SERIES ON CSMA #8 Retail Food Markets

## NEW FACTS

### AUDIENCE COVERAGE OF STATES GROUPED

#### 1. IN THE HIGHEST 12 STATES (Plus Dist. of Col.)



Collier's has 11.8% coverage  
LIFE has 26.2% coverage  
Post has 15.6% coverage

##### AUDIENCES

	Collier's	LIFE	Post
California	968,000	2,003,000	1,183,000
Washington	243,000	446,000	312,000
Oregon	166,000	265,000	149,000
Nevada	22,000	33,000	25,000
Maine	80,000	156,000	80,000
Massachusetts	357,000	874,000	565,000
Vermont	30,000	66,000	42,000
Connecticut	165,000	407,000	208,000
Rhode Island	47,000	129,000	71,000
New Jersey	281,000	807,000	491,000
Maryland	146,000	349,000	176,000
Delaware	24,000	57,000	31,000
Dist. of Col.	96,000	214,000	117,000
<b>TOTALS</b>	<b>2,625,000</b>	<b>5,806,000</b>	<b>3,450,000</b>

#### 2. IN THE NEXT HIGHEST 12 STATES



Collier's has 10.4% coverage  
LIFE has 21.7% coverage  
Post has 12.5% coverage

##### AUDIENCES

	Collier's	LIFE	Post
New York	923,000	2,393,000	1,429,000
Pennsylvania	597,000	1,629,000	950,000
New Hampshire	50,000	94,000	56,000
Ohio	725,000	1,284,000	661,000
Michigan	606,000	1,000,000	529,000
Wisconsin	256,000	480,000	259,000
Illinois	601,000	1,258,000	808,000
Kansas	232,000	312,000	175,000
Nebraska	157,000	210,000	122,000
Wyoming	32,000	54,000	34,000
Montana	57,000	102,000	72,000
Idaho	63,000	97,000	56,000
<b>TOTALS</b>	<b>4,299,000</b>	<b>8,913,000</b>	<b>5,151,000</b>

LIFE's Continuing Study of Magazine Audiences No. 8 shows, for the first time, the relationship between audiences of the 3 mass weekly magazines and sales by states and regions.

The maps and figures above, for instance, show at a glance the coverage of *Collier's*, *LIFE*, and *The Saturday Evening Post* in states grouped according to retail food sales per capita. And there are also similar geographical breakdowns for drug, general merchandise, and automobile sales in this latest Continuing Study of Maga-

zine Audiences.

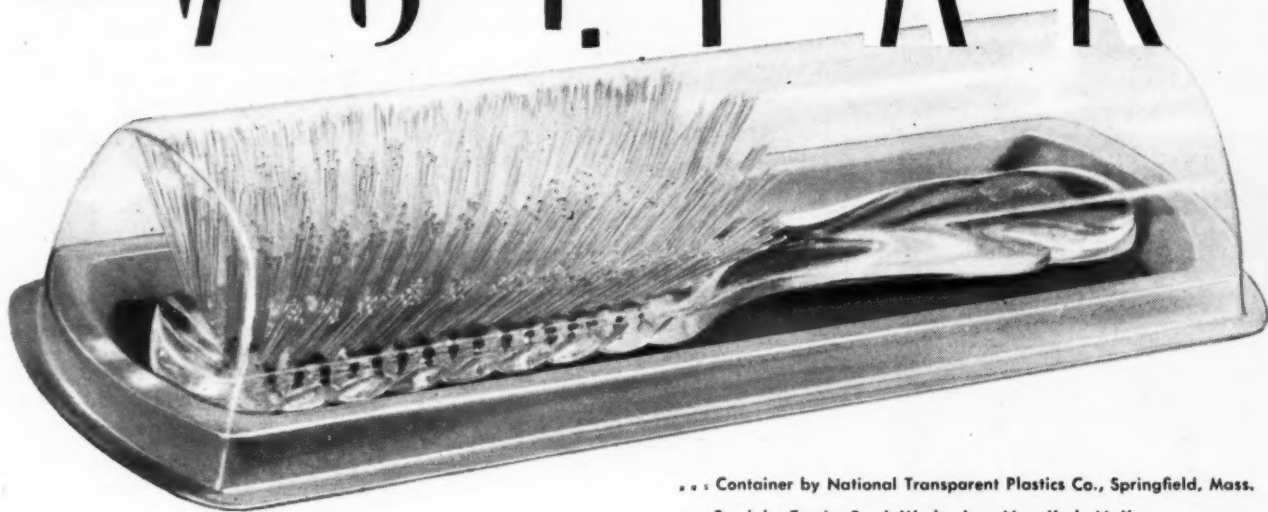
These geographical analyses are only part of the complete findings of this new study that shows the quality and quantity of weekly magazine audiences more thoroughly than ever before.

We believe that advertisers and their agencies will find CSMA No. 8 particularly helpful in determining how their weekly magazine audiences stack up against their own sales figures and their pattern of distribution.

The complete study is now available.

speed up sales...cut down sales costs

...with **VUEPAK**



... Container by National Transparent Plastics Co., Springfield, Mass.

... Brush by Empire Brush Works, Inc., New York, N. Y.

With selling costs coming up daily, retailers all welcome . . . and push . . . merchandise in sparkling, transparent, rigid "showcases" of Vuepak.

Vuepak'd products . . . such as these attractive Empire Brushes . . . win better retailer co-operation today because their full-view boxes reduce time per sale, assist in self-service sales, also they display better, stack better, and keep merchandise in perfect condition until the sale is made.

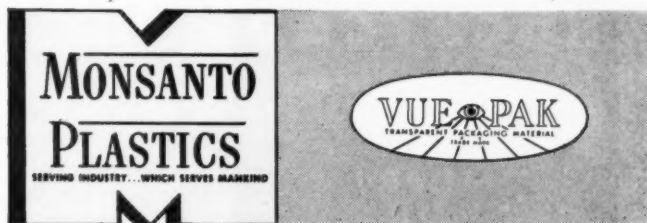
Today Vuepak costs are in line, thanks to new, fast fabricating techniques. Vuepak lends itself to special box ideas and combinations such as this drawn Vuepak canopy and the drawn colorful opaque acetate base.

Full Vuepak facts from your box supplier or direct from: MONSANTO CHEMICAL COMPANY, Plastics Division, Springfield 2, Mass. In Canada, Monsanto Ltd., Montreal, Toronto, Vancouver.

#### QUESTIONS AND ANSWERS ON VUEPAK

1. What is Vuepak? Vuepak is a transparent, tough, rigid, beautiful Monsanto cellulose acetate.
2. In what form is Vuepak available? In sheets up to 30" wide, and in continuous rolls 30" wide up to 1000 ft. long, in thicknesses up to .015". Available in .020" thickness in rolls with unit finish or in 20" x 50" press polished sheets.
3. In what thicknesses is it ordinarily available? In six standard gauges 0.005" to 0.020".
4. Does sunlight affect it? No.
5. Is it affected by heat? Not under ordinary temperatures. It begins to soften after 200° F. Underwriters' Laboratories classification, "slow burning."
6. How can it be fabricated? It can be drawn, shaped, formed or folded into almost any shape with inexpensive dies. It can be embossed, stapled, printed, cemented, or combined with other materials.

\*Vuepak: Reg. U. S. Pat. Off.





**PETE PELICAN Says—**



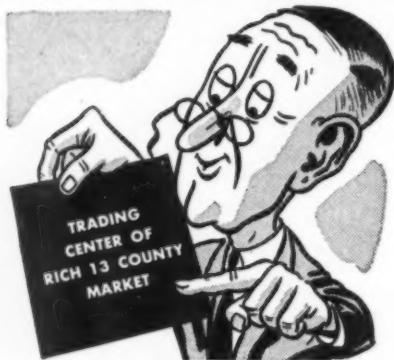
**TAMPA —  
ST. PETERSBURG  
Has \$368,653,000  
of Buying Income**

This is the Sales Management estimate of the Effective Buying Income of this great Florida market. Retail sales last year were \$211,152,000.

And remember — 40% of this market is St. Petersburg, reached only by its own daily newspapers. No outside newspaper has as much as 600 average daily circulation here.

**ST. PETERSBURG, FLORIDA  
TIMES (M & S) and  
INDEPENDENT (E)**

Represented nationally by  
**Theis & Simpson Co., Inc.**  
In Florida by V. J. Obenour, Jr., Jacksonville



**Ad Beyer  
SAYS...**

"Hudson of the West" is the term often applied to beautiful Rock River which flows thru the center of Rockford. Located in the heart of a rich and highly diversified agricultural area and natural trading center of 377,854 people.

What a combination . . . second industrial city in the State surrounded by a rich 13 county agricultural area. That's gold in them thar hills pardner!

*At the Top in Illinois*

**ROCKFORD**

**MORNING STAR  
REGISTER-REPUBLIC**

**111,000  
METROPOLITAN POPULATION**



**BY T. HARRY THOMPSON**

Wool-grower's version: 8 more sheeping-days till Christmas.

Speaking of sheep, Tessie O'Paque says it must be pretty tough babies that grow rock-wool.

" . . . and to all a good light." — Ronson Lighter. Naturally, I like it. I wrote it for Eveready Flashlights back there in 1928 or thereabouts.

The sky's the limit for civilian pilots, but not for wages, the way the airlines heard it.

Auto-production won't go to town till this little pig-iron goes to market.

The 1946 peanut-crop is estimated at \$175 million. That ain't peanuts.

People standing in line for meat . . . that was the President's queue for decontrol.

Huh! Submarine crews have been "writing under water" for years!

Dick Dickson relays this from *Sample-Case Magazine*: "The bare-legged Summer was easy on gals' stockings: No rips, no runs, no wearers."

The same correspondent says he just ran across a grocers' bulletin of 1936 quoting butter at two pounds for 79 cents!

Pity the copywriters who have to knock themselves out getting new angles. For instance, I see that a certain brand of ciggies is not only "pasteurized" but also "thermo-vized."

The Army is tempting fellows of 17 with posters which ask: "Want to retire at 37?" I thought I wanted to retire, but was sick of loafing after two months.

The Duchess of Windsor was never a queen, but she must have hit the jackpot on jewels. Which reminds me: Windsors are losers.

Winston Churchill is writing a book about the war . . . a history, not a Tory-book. (Cut the baby-talk, will you, Thompson?)

Model of reconversion in a fumbling, post-war world . . . the liner *Queen Elizabeth*, harbinger of international peace, symbol of gracious living from the Sceptered Isle, token of a new day after four years of Stygian night.

#### HEADLINE PARADE

Sight for soaring eyes.—*Trans World Airline*.

Date-Bait.—*Desco Shoe Corp.*

A locomotive at the Waldorf.—*American Locomotive Company*.

This bird can fly backward.—*Bell Helicopter*.

Cheer-Leader.—*Seagram's Whisky*.

This is for keeps.—*Community Silverplate*.

That's a yolk, Son.—*"Pathfinder."*

Eye-appeal develops buy-appeal. — *Outdoor Advertising Incorporated*.

Clothes harmony. — *Hart, Schaffner & Marx*.

One good term deserves another.—*Local political poster*.

Spiced Tongue. — *New name for "The Reader's Digest" Picturesque Speech Dep't.*

In its December issue, *The American Magazine* pioneers with an entirely different style of camera-illustration . . . a type of full-color fictional pix it hasn't used in about 10 years. The one I noticed is by Victor Keppler, illustrating "Kiss Me First," by Allene Corliss.

"Doctor Sues Mother in Real-Estate Deal."—Headline. Well, a fellow has to draw the line somewhere.

Hallowe'en, as the girl-friend observes, is that season when the neighborhood kids break milk-bottles on your doorstep, let the air out of your tires, then come around the next night expecting cider, apples, peanut-brittle, and boiled chestnuts.

Speaking of Hallowe'en (a bit out of season, by the way), Bing Crosby said it had done much to bring plumbing indoors.

A married man, according to our

**SALES MANAGEMENT**

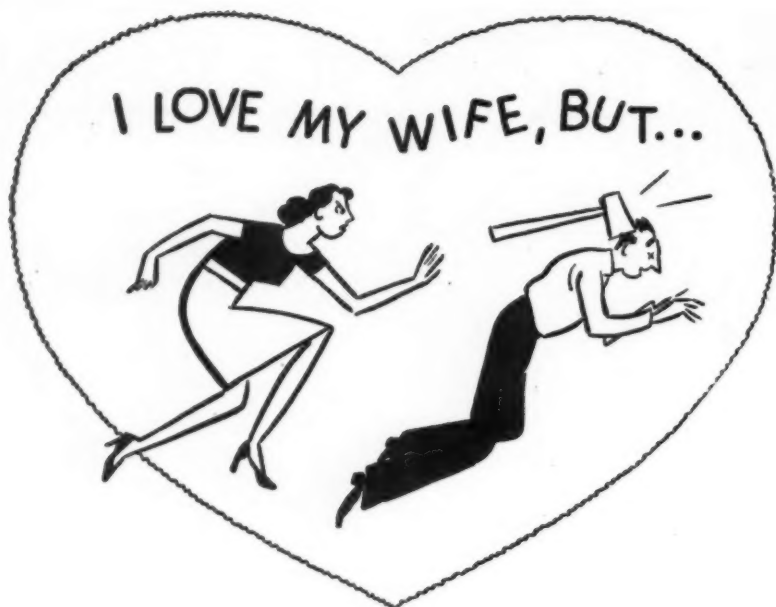


# Never Underestimate the Power of a Woman!

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CHRISTMAS 1946  
LADIES' HOME  
JOURNAL



In Phoenix, Arizona, there's a man who's suing for divorce. "Your Honor," he complained, "she hit me 5 times in the head with an axe. AND I'M TELLING YOU, if that keeps up, someone is going to get hurt."

In Albany, New York, a wife has sued for annulment. She has a six-year-old daughter. But she claims her husband has refused to carry out his part of a pre-marital agreement. He promised her *five* children.

In New York City, the cops picked up a man on a disorderly conduct charge—claimed he was drunk. In his own defense the man protested, "Last week, Judge, I earned \$105.90. My wife gave me just 40¢ of it besides my carfare. Judge, I ask you, can a man get drunk on 40 cents?"

★ ★ ★

We won't answer that. We just want to point out how these items, plucked from a Dell Men's Group magazine, get immediate, sympathetic attention from readers. Our readers can appreciate the trials and woes of the race without losing proper detachment . . . 77.8% are married men themselves. They like to read about people and insist on *fact*-detective matter. That's why those one million men read a Dell Men's Group magazine every month. That's why 87.2% read the magazines from cover to cover. That's why ads get read in Dell Men's Group magazines.



**DELL** Men's Group

If you read it in Dell, it's a fact

DELL PUBLISHING CO., INC.  
149 Madison Ave., New York 16

**CLUES TO THE DELL MEN'S MARKET:** Median age of reader 35.8 . . . median income, \$2,950 . . . 3.4 persons per family . . . 77.8% married . . . 37.3% own their own homes . . . 1,126,697 circulation, ABC, 3-46.

local 4-pager, is merely a bachelor who made love to one woman too many.

"Spike" is the new and personable pup next door. His voice is changing. Sounds like a sound-effects man imitating a dog.

Who remembers when every copywriter thought "Mustapha Kemal" would be a peachy slogan for the cigarette most doctors smoke?

For man-of-the-year: "Kilroy."

Orville Reed says this is the season of Careful & Pains-taking Reading to avoid soiling or musing the pages of the best-seller you are reading before giving it as a Christmas gift.

Slogan for an adding-machine: "Bought by people who count."

Name for a dentifrice. If you can use it, help yourself: "Pearluster."

"Hull down in a flood-tide, the huge ship idled out of the predawn mist off the Narrows in New York Harbor. Four hours later, while fireboats showered water into the air, planes and a helicopter circled slowly overhead and other ships tooted their welcome, 12 tugs warped the five-block-long *Queen Elizabeth* into her pier at New York City, exactly 4 days, 16 hours, and 18 minutes out of England." If you can write a lead-paragraph like that, you're probably on the staff of *Life*.

The Supreme Court feud has almost died out, although Justice Jackson is still getting Black looks.

Rumor has the WAA stuck with 25 million feed-bags. There aren't that many horses and mules in the country.

Jack Lutz says (I meant to report it sooner) that St. Louis won the world's series because it was in the Cards.

"No soap" is no longer slang, but a harsh reality.

What's in a name? Walter White is president of the National Association for the Advancement of Colored People.

And now, as I usually say at this time of year, a sincere Merry Christmas from the bottom of my heart and the bottom of my page.

SALES MANAGEMENT

# is expensive fun...

*Building an advertising schedule by the amateur horse-player's "pretty name" or hunch system may be fun but . . . it's more apt to be futile. And expensive!*

*Wise industrial advertisers don't play hunches . . . every publication on their schedules is selected to do a specific job.*

*The careful selection of publications on your advertising schedule for 1947 is more vitally important to you than ever before. Every advertising dollar you invest must produce its full, fair share of sales, product acceptance and customer confidence.*

*Building a schedule to accomplish that kind of a job means:*

- 1. Concentrating your effort in the ONE best paper in each of your important markets.*
- 2. Using adequate space to insure that your story is both seen and read.*

*One safe schedule-building rule to follow is this: If there is a McGraw-Hill publication in your field . . . it is your No. 1 paper.*



YOUR MCGRAW-HILL MAN has a wealth of carefully prepared information to aid you in media selection. For example: the "Handy Guide" provides detailed information on all fields covered by McGraw-Hill publications.

## COMPANY, INC.

Headquarters for Industrial Information  
330 West 42nd Street, New York 18, N. Y.



*Resultful*  
**Direct Advertising**  
Planned, Created and Produced

*by*

**D. H. AHREND CO.**  
*has won*

**12 15 21**

**NATIONAL AWARDS**  
*in the Last 4 Years*

Ask one of our qualified account executives to show you samples of many successful mailings. No obligation in the New York Metropolitan area.

**D. H. AHREND CO.**

325 to 333 East 44 St., New York 17, N. Y.  
Murray Hill 4-3411

**To Fill  
Its SEATS**



Buffalo's largest chain of theaters, with three first-run and eight neighborhood houses, placed **52.9%** of its 1945 advertising lineage in the Courier-Express.

You'll find that it's equally good "box office" for you to remember that in Buffalo

**... You Need the**

**Buffalo  
Courier-Express**

**BUFFALO'S ONLY  
MORNING & SUNDAY NEWSPAPER**

# WASHINGTON BULLETIN BOARD

## Will Income Be Spent?

**What is the income picture?**

Incomes for individuals—just prior to the John L. Lewis walkout—were running at an annual rate of approximately \$170,000,000,000, or higher than ever before in our history. The wartime peak reached in 1945 was \$161,000,000,000. If proposals for lowering personal income taxes are carried out by the new Congress, there will be an even larger percentage of personal income available for spending.

Washington authorities discount the possibility that strike interruptions will cause income to sag very much . . . but consider that price uncertainties may cause some hesitancy in spending. This question, plus the matter of quality in merchandise, is causing many stores to be reluctant about stocking too far ahead.

There is undoubtedly still a pent-up purchasing power that can make the coming year one of the most prosperous on record if confidence is restored.

Washington business leaders feel that this is the time for business as a whole to make itself felt in Washington by addressing its viewpoint to the Department of Commerce and to members of the new Congress.

## Strikes vs Production

**When will we catch up on production?**

Before coal upset the appletart again, Civilian Production Administrator John D. Small reported that production was well ahead of earlier estimates. Auto production, for instance, had reached an annual rate of 3,400,000 passenger cars, only 9% less than in 1941, and more than the 1938 and 1939 output. Washing machine production in October reached 265,000, or 68% of top prewar output, while vacuum cleaners hit 226,000, 64% of earlier record production.

Even building materials, which have continue to lag till now, reached a high point, permitting some stock for future needs. By the end of the year, Mr. Small said there would be an adequate supply of brick, con-

crete block, cement, hot water heaters and certain types of furnaces. By the end of the first quarter of 1947, a "cumulative balance is expected in structural clay tile, asphalt roofing, sinks and radiation."

How radically the coal strike will affect Administrator Small's report remains to be seen.

## Man in the Middle

**Is the farmer being squeezed?**

The Bureau of Labor Statistics reports wholesale prices at the highest level since 1920, but the Bureau of Agricultural Economics states that there has been a sharp decline in prices of farm products . . . due principally to drops in cotton, corn and poultry prices.

Meanwhile, BAE found that the cost of goods sold to farmers, interest, and taxes, were increasing.

## Some Prices Are Falling!

**What is the over-all effect of price drops in agricultural products?**

The Department of Agriculture has noted a downward trend in primary markets for food products such as grains, fats and oils. Many observers consider that such shifts in food product prices presage a similar movement in other products.

One reason given for the slump is the coal strike. Another is Agriculture's relaxation of restrictions in the use of grains, and the letter from Secretary Anderson to congressional leaders in which he warned of surpluses that might be expected, similar to that of potatoes. Still another reason is the growing supply of fats and oils from increased livestock slaughter. Tobacco and cotton have also declined.

## The Hardy Perennial

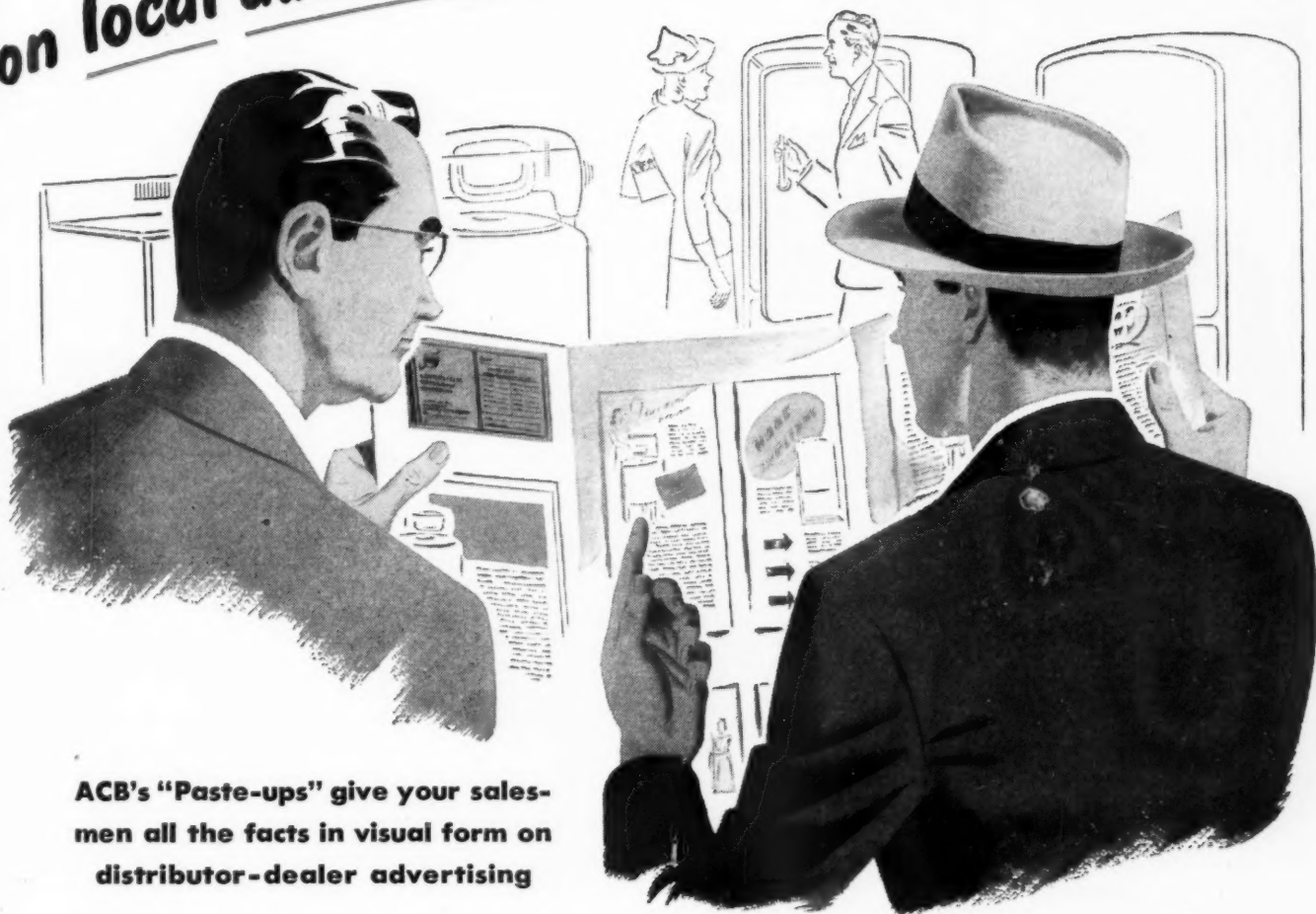
**When will army surpluses be exhausted?**

The issue of surplus sales is still being argued in Washington and optimistic forecasts of early disposal of surpluses, important to the sales planning of practically every business,

**SALES MANAGEMENT**



# Your Salesman knew the score on local advertising better than your dealer!



**ACB's "Paste-ups" give your salesmen all the facts in visual form on distributor-dealer advertising**

Paste-ups-for-Salesmen is another unique service of Advertising Checking Bureau—which reads every advertisement published in daily and Sunday newspapers.

In this service, your dealer's advertisements are clipped and pasted in direct comparison with the advertisements of your competing dealers in the same locality. Total ads and lineage figures are summarized and shown. A monthly report "by City" and "by Territory" is part of the service.

Your salesman then has all the evidence per-

taining to all dealer advertising in that city. He can show your dealer exactly why the advertising is sufficient—or insufficient—and what should be done to bring the sales up to par.

This is but one of the ACB's 12 Newspaper Research Services—each filling a specific need in the advertising and sales departments of any company whose dealers, or competitors, advertise in daily newspapers.

Any of these services may be ordered on a nation-wide or limited-area basis. All may be ordered continuously or periodically.

## SEND FOR FREE ACB CATALOG!

Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

CHICAGO (5), 538 South Clark Street

NEW YORK (16), 79 Madison Ave. • SAN FRANCISCO (5), 16 First St.



**ACB**

*The*

**ADVERTISING  
CHECKING BUREAU  
INC.**

# LIKE A Christmas SNOWFALL



## COMPLETE COVERAGE

*of the Sioux City, Iowa*

## FOUR-STATE MARKET

**750,059 People**

The Greater Sioux City Market has a total population which almost equals that of Des Moines, Omaha and Kansas City combined!


Your sales message cannot reach this market by utilizing any medium or combination of mediums with anything like the effectiveness or completeness afforded by Sioux City's newspapers.

Sioux City, Iowa, lies nestled at the heart of one of the world's most productive agricultural districts. It is one of the TOP THREE cattle and hog markets in the nation. It is also an important manufacturing, wholesale and retail center. Its diversity in sources of income from farm, stockyards and factory gives it a basic soundness of economy equaled by few other sections of the country.

The combination of a good market and a good medium will produce good returns in Sioux City, Iowa,

**ABC CITY ZONE**  
87,791

**ABC RETAIL TRADING ZONE**  
662,268



### The Sioux City Journal

## JOURNAL-TRIBUNE

SIOUX CITY, IOWA

GENERAL ADVERTISING REPRESENTATIVE  
**JANN & KELLEY, INC.**  
NEW YORK — CHICAGO — DETROIT  
ATLANTA — SAN FRANCISCO

may be discounted. It looks now as if the surplus sales program will stretch out for many months.

The Senate-House Committee on Reduction of Non-Essential Expenditures states that results from surplus sales thus far have returned about one-third of the investment in domestic sales and about one-fifth in foreign sales.

It is noted, moreover, that none of the Washington criticism is directed to the manner in which surplus sales affect current sales in American business circles. This will be felt even more strongly when production increases and sales programs encounter competition from the Government disposal program.

### Economic Counsellors

**What's the set-up of the Economic Council?**

While comparatively little has appeared in the public prints about it . . . the development of the three-man Economic Council which will advise the President on his economic report to Congress (arranged under the Full Employment Law) may prove most important to business.

A staff of economists is now being assembled and the list has been accorded high praise by Washington officials. While many of the members have been "Government men" they have good records of accomplishment and their connections, before or after Government service are impressive.

Among them are: Carl Shoup of the faculty of Columbia University who made a study of taxes for the Twentieth Century Fund; Gerhard Holm, former economic advisor to the Secretary of Commerce and lately with the Budget Bureau; Donald Wallace, former economic advisor to OPA; Wilson Wright, business economist; Fred Waugh who made economic studies for Agriculture; Robert Warren, former economist of the Federal Reserve Board, and William Stead, vice-president of the St. Louis Federal Reserve Bank.

The Council is limited to \$245,000 annually for salaries which will keep it small, but it is authorized to use the staffs of other agencies.



**SALES MANAGEMENT**

# SIGNIFICANT TRENDS

As seen by an editor of SALES MANAGEMENT for the fortnight ending December 15, 1946

## SWEET REVENGE

They say there's going to be a new V-Day—this one standing for Vengeance. All kinds of buyers are waiting for the day of reckoning—the manufacturer for his supplier, the retailer or other distributor for the manufacturer, and the ultimate consumer for the retailer. There's a parable going the rounds which is worth repeating.

It's about a dress manufacturer and a piece-goods dealer who were very chummy. Their families were friends and they played gin-rummy together and were always seen at the same places with their arms around each other. Then came the war and piece-goods went under the counter. The piece-goods man began to avoid his manufacturing friend. He had to sell to him at ceiling prices and he could get more for his material in other markets. So they didn't see each other for several years, but one recent night the dress manufacturer was with a party in a night club when in came the piece-goods man.

The manufacturer held up a finger to summon him to the table. The piece-goods man obviously was eager to join the party but a little apprehensive. "Sit down, Sam," said the manufacturer. "I'm not mad at you. Sit down and have a drink. I haven't seen you to talk to for a long while. Maybe you think I'm mad but I don't hold grudges.

"Just to show you, I want you to come down to see me, and it won't be like the old days. You remember the old freight elevator you used to come up on with your samples? No more, Sam. Now you come up the front elevator, 21 floors. To my new showroom.

"It's a beautiful place. A Dorothy Draper creation, all indirect lights and nice draperies and soft chairs, you could sink right to the floor in them. You know that Johnny, on the Philip Morris program? I got his brother going around with drinks and smokes for the salesmen coming in.

"I got a beautiful blonde receptionist you should see. Not that alte yente that used to double as bookkeeper and insult the salesmen. When you're all rested and relaxed, you tell the girl and she sends word in to me. I come out to see you personally and shake your hand and ask how is the family.

"Then I say let's go where we can talk private and we go over to a door. It's marked Conference Room. Am I opening it and going in first? No. I am polite. I am opening it and standing aside to let you go through.

"Then, you louse, you fall 21 floors to the street!"

## THE WAGE DILEMMA

A definite sign of lessened purchasing power may be seen in the pictograph on sales and redemptions of savings bonds. Total sales of Series-E Savings Bonds have been less than redemption for 10 straight months, although

total inclusive sales of Series-E, F and G have continued to exceed redemptions owing to the good record of Series-F and G bonds—the type bought by large investors and corporations. Outstanding at the end of October were \$49.6 billion of savings bonds, with Series-E accounting for \$30.3 billion.

According to the Bureau of Labor Statistics, purchasing power today is below the level which prices have reached. This authority claims that 14 million workers have less spending money than in 1939, 6½ million workers have only 5% to 13% more purchasing power and only 8,800,000 workers have 21% more purchasing power than in 1939. These are the organized groups.

Of course unorganized groups suffer every time wage increases for organized workers push prices up on particular products. Thus if CIO and AFL unions decide to follow in Lewis's footsteps the gap between organized and unorganized workers will be widened more, and the purchasing power of half of the country's wage earners will fall. Also there's the plight of people living on fixed incomes, and salaried workers—all of whom would be squeezed again.

Industry may very well be caught in the middle between two pressures. On the one hand organized labor forces more pay and new price jumps and on the other hand millions of people refuse to buy at such prices.

The best guesstimates seem to be, however, that the price index will not rise very much further before it starts to recede.



DECEMBER 15, 1946



A possible solution for the wage dilemma, already being tried by some companies, is the wage contract with an escalator clause under which cost-of-living adjustments will be made at quarterly intervals. The recently signed contract between Sinclair Oil and a CIO union is the best example of such a contract. Under this contract an initial cost-of-living adjustment is made to compensate for the rise in the first nine months of 1946. Thereafter at quarterly intervals adjustments are to be made either upward or downward whenever a 3% change in the cost-of-living index occurs, although wages are not to be reduced below the October 1, 1946 level.

According to my reading of bulletins and house organs of labor organizations, such an escalator clause and greater progress towards annual guaranteed wages would relieve much of the labor tension.

## TAKING TOO MUCH FOR GRANTED

One of the greatest mistakes we all make is in assuming that other people think the way we believe they *should* think. An interesting example popped up the other day in the results of a survey made by the magazine *American Druggist* among a fair cross-section of retail druggists. It is obvious that both doctors and the suppliers in the medical field would assume that retail druggists, being free-enterprisers, would be against socialized medicine, but in answer to the question, "Are you in favor of socialized medicine?" 37.5% of the independent druggists in New York City said yes, and 21.9% said yes in the entire eastern section.

The magazine draws the conclusion that the political pressure groups in favor of socialized medicine have done a more effective job among some pharmacists than have the pharmaceutical groups which are opposed.

The primary reason why organized research has made such tremendous strides in the past 10 years is that more and more manufacturers have reached the belated conclusion that it is very costly to *guess* at the reactions of their prospects and customers; only through objective

and carefully conducted field research is it possible to learn the approximate truth about what goes on in the private world of the individual, his mind.

## MINNESOTA LEADS THE WAY

Easily the most interesting series of ads to cross your editor's desk in the fortnight happened to come from Minnesota. One is a campaign which the Minnesota Federation of Labor (AFL) is running in the *Atlantic Monthly*, perhaps also in other magazines. The theme of the series is cooperation. "Most Minnesota plant owners reject the feudal idea that wages should only cover the bare necessities. Minnesota Federation of Labor leaders (AFL) subscribe to the idea of a *good day's work for a good day's pay*."

The conclusion reached is that "the result has been an approach to an economy where farmer and manufacturer sell their products profitably to union men able to buy them . . . manufacturers who want to learn more about how to achieve friendly labor-management relations in Minnesota are invited to send their questions to us." If you happen to be interested, the address of the organization is Labor Temple, St. Paul, Minn.

The other developer of a new trend in advertising is the Hall Hardware Co., wholesale hardware merchants of Minneapolis. This organization has reversed the usual process where the manufacturer advertises to the consumer to help the jobber and the dealer. This wholesaler spends its own money in advertising weekly in the roto-gravure section of *The Minneapolis Sunday Tribune*, and in each issue of *The Farmer* and *The Dakota Farmer* to plug nationally advertised products which can be bought through independent hardware merchants affiliated with its retail voluntary chain of "Our Own Hardware" stores. One recent ad played up the trade-marks of a score of well-known hardware brands, while others devoted the entire space to individual products.

## SIGNIFICANT SHORTS

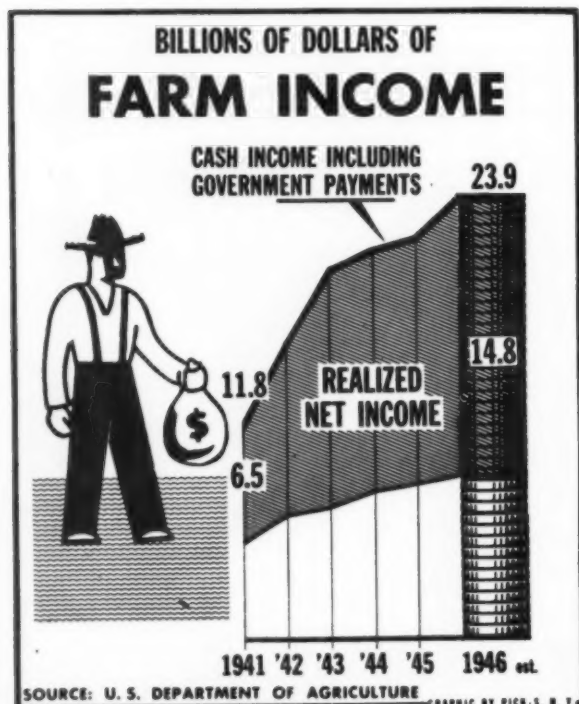
**This Guy Wants a Job:** SM gets a lot of applications for jobs but none quite as startling as a telegram which came in the other day reading as follows: "Modern Sales Methods And Terrific Sales Experience Wonderful Reputation With Can't Be Bought Flying Experience Civilian And Navy. You Have The Position I Want. It's Made To Order For Me. Hurry Hurry Please Contact As Soon As Possible." . . . should we be interested?

**Consumer Credit Not Excessive:** Consumer credit is far from excessive despite the big recent increase. Installments outstanding at \$3.3 billion at the end of September are substantially below the \$6.0 billion at the end of 1941. The more inclusive figure for all consumer credit of \$8.4 billion at the end of September is still below the \$10.0 billion outstanding at the end of 1941.

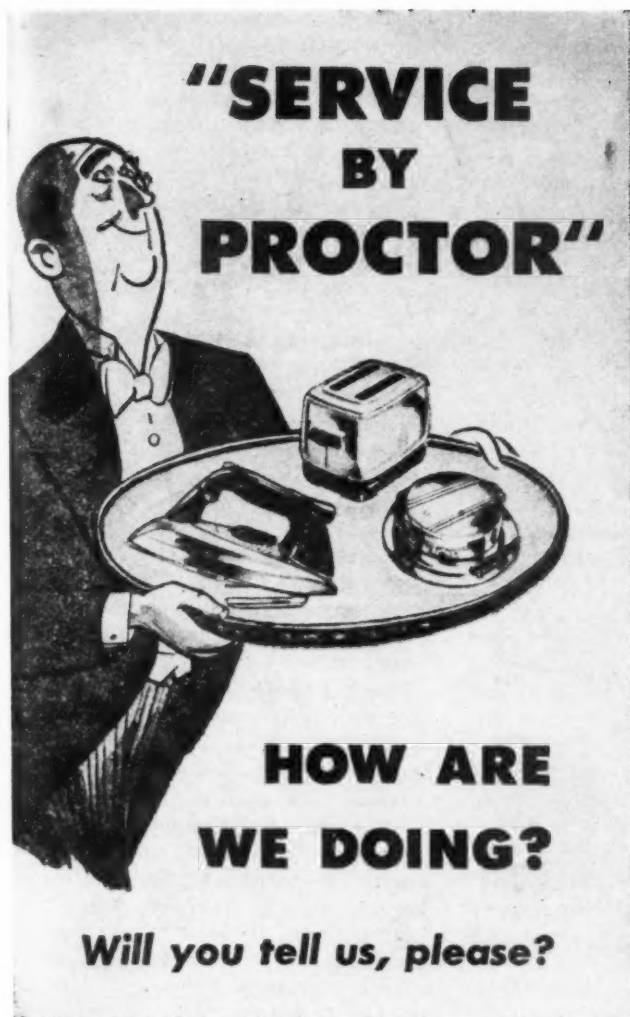
**New Opportunity for Sales Executives:** Many corporation heads are abandoning one-man or top-drawer decisions as to policy and method in dealing with plant and office workers. One large organization, for example, has taken on two sales managers recently who will have nothing to sell except the policies and practices of their company. Two more such men will be added within a few months, and the head of the organization says that one of these four men has the opportunity to take on the biggest single vice-presidency in the company.

**PHILIP SALISBURY**

**SALES MANAGEMENT**







EVERY PROCTOR REPAIR is packaged with this reply card. Customers return it with opinions to the vice-president.

"Mr. Oliver, when is the sale of an electrical appliance complete?" The question was asked by one of our younger salesmen.

My reply was carefully considered: "The sale of an electrical appliance is complete when its purchaser is so entirely satisfied with its performance that she unhesitatingly and enthusiastically recommends it to a friend."

It was a good question, for it brought into sharp focus a basic though somewhat dormant philosophy of our business. We have always considered service a necessary, in fact indispensable cost of doing business, though for us as with most durable goods manufacturers there were many headaches and these instead of the benefits were most often noticed.

Service as a selling tool was a hidden asset. No one could question a manufacturer's continued responsibility for the functioning of his product. Why not make the most of it? After all, isn't service the all-important fourth step in selling, earning equal rating with product, policy and promotion? Few products con-

tinue to exist without the enthusiastic endorsement of those who have purchased them.

Proctor has renamed its service department the Department of Customer Satisfaction. It's more than a name; it's a principle, an attitude, a point of view that has made of service a most potent reason for the purchase of a Proctor product.

Matching the widely acclaimed Proctor Merchandising Policy is a printed and broadly distributed Service Policy, setting forth minimum service standards, the Proctor guarantee, a plan for replacing appliances for which service parts are no longer available, a means of loaning new appliances to users whose appliances are being repaired, methods of handling service within and without the guarantee period and Proctor's complete "customer satisfaction" service philosophy.

In black and white for wholesalers, retailers, service stations and consumers to read is the official authorization of the factory: "On the assumption that the 'customer is always

## Proctor's Fourth Factor In Selling: The "Department Of Customer Satisfaction"

BY ROBERT M. OLIVER

Vice-President in Charge of Sales,  
Proctor Electric Co.

right' doubtful cases are to be decided in favor of the customer."

Other *minimum* service standards are:

1. Appliances normally to be serviced and returned within 24 hours.
2. Repairs to be made carefully, appliances checked for other possible defects, thoroughly cleaned, and tested for satisfactory operation.
3. After inspection, appliances to be repolished as nearly as possible to original finish and carefully repacked.
4. Appliances again returned because of unsatisfactory servicing to be reserviced without cost to customer.
5. Questionnaire (for report by customer of service irregularities and favorable or unfavorable comment) to be supplied free by Proctor and to be included by service station in each wrapped package.

Implementing the policy are:

1. A headquarters service organization consisting of a service manager, assistant managers, skilled repair workers, parts handlers and trouble analyzers.
2. Field service engineers to main-

tain regular contact with distributors, retailers and service stations.

3. A nation-wide network of service stations, independently owned, franchised by Proctor and operating under Proctor supervision. Such authorized service stations will:

- (a) Repair Proctor appliances, using genuine Proctor parts within guarantee period, or beyond guarantee period.
- (b) Stock sufficient Proctor parts to make average repairs and to fill parts orders from dealers.

The backbone of the field service organization is, of course, the independent service station; specialists in service, for the most part with no other source of revenue. These organizations perform the same function in the service field that the wholesaler does in the realm of distribution, representing several manufacturers and servicing appliances for consumers, dealers and distributors. One such organization, the Electrical Appliance Service Company of Los Angeles, grosses more than a million dollars annually; is franchised by more than one hundred of the leading electrical appliance manufacturers.

Though technically contact between factory and service station is the prime responsibility of the factory headquarters and field service

organization, actually and literally, service stations have been inducted into the sales department and are regarded as of equal importance with distributors and dealers in accomplishing the selling function.

All service stations are encouraged to work closely with Proctor district managers and representatives, distributor, retailer and factory personnel. They receive regularly:

1. Reprints of Proctor advertising, copies of general sales letters and other pertinent data.

2. Bulletins containing suggestions for improvements of Proctor service, short-cuts and developments in shop procedure; parts lists, catalogs, price lists, time study schedules, ideas and suggestions obtained from other Proctor service stations and other helpful information.

3. A Service Manual detailing repair operations and minimum service standards, in loose-leaf form. It will be kept up to date with new and superseding data in loose-leaf form.

4. Factory Training for key personnel at the Proctor factory. Details of Proctor's two-week training course are available upon request.

5. Field Training by factory service supervisors to help maintain Proctor service standards. Each service station will receive at least one such contact a year.

6. Promotion and Advertising Material to help build volume.

In the matter of advertising and promotions, full and complete cooperation is given authorized service stations by the company. The only charge a service station is asked to bear is for the one-cent stamp on its mailing pieces. Individual listing in the local classified directory, mention in trade advertisements and bulletins, complete service portfolio and reproductions of trade ads are supplied free of charge.

A two-way promotional program is beamed toward service stations and the trade, its objective that of encouraging service stations to function more efficiently by emphasizing the value of Proctor's service business and, for distributors and dealers, stressing the desirability of channeling all of the service work through service stations and taking complete advantage of the numerous benefits accruing through the Proctor service program.

Each Proctor district manager and district representative (salesman) is equipped with a carefully prepared plan book titled "Authorized Service Station, Proctor Automatic Electrical Appliances—A Desirable Business." It is his responsibility to present the entire Proctor service program to all service station personnel, using the plan book as the basis for his presentation.

The plan book reviews the line of products, contains latest specification



ROBERT M. OLIVER (left) checks a batch of iron handles with Service Manager James I. Arnett.

**NEBRASKAN ROBERT M. OLIVER**, who has tilled the soil on both sides of the advertiser-agency fence, started in the electrical industry in 1927 with an agency handling merchandising advertising for the Nebraska Power Co. Two years later he became advertising director of the Iowa and Nebraska Light and Power Co. where his direction of small appliance campaign in 1934 won national recognition. Between 1937 and 1940 he worked for Westinghouse in several advertising capacities.

But once an agency man . . . so he became account executive for Proctor Electric Company's advertising agency. In 1942 he joined Proctor; was elected vice-president in 1944 in which capacity he is responsible for all sales and advertising activities.

Mr. Oliver originated the Proctor Swap Plan whereby unused or broken electrical appliances were turned in for war stamps, repaired and resold to consumers who needed them. With war over, the company pledged itself to merchandise its products only through regularly franchised wholesalers. More recently, Mr. Oliver directed a program to retain dealers' sales personnel.

sheets and consumer literature; outlines Proctor's Merchandising Policy; shows sales curves to point out increasing saturation and consequent growth of potential service business; points up Proctor's "customer is right" service policy; indicates profit possibilities and concludes with the presentation of the complete service station promotional kit which Proctor makes available to all service stations.

Important to note in this presentation is the fact that the Proctor service story is told to all service station personnel, not just to management. The company's intent is clear: The better informed the service employee becomes the better the service for the owners of Proctor products.

Equally important in this service promotional program is the presentation to the distributor and to the dealer, for here is where service really goes to work as a part of Proctor's sales program.

The service plan is thoroughly explained to distributor executives and salesmen and their cooperation requested. It is enthusiastically given, for service has always been an irritating problem to them. Distributors are asked to use the service policy and service stations as means of putting the Proctor line out in front in retail stores.

Pointed trade ads back up the distributors and tell dealers how the Proctor service program relieves them of their appliance repair headaches. Service stations from coast to coast are also listed in these ads.

Punchy mailing pieces do their share to tell and sell dealers, too. For easy reference service stations within the dealer's own trading area are imprinted on each such mailing piece sent him.

These are mailed out by the distributors who order their promotional aids directly from the factory at the nominal cost of \$3.00 for the initial cost plus \$1.75 per hundred for stamped postcards and 75 cents per hundred for bill inserts.

Meetings are held for distributor salesmen by Proctor field sales personnel. The complete "customer satisfaction" service plan is explained, policy emphasized, salesmen encouraged to tell dealers where they can get free service under Proctor's guarantee and where dealers can send Proctor appliances at moderate cost for service after the guarantee has expired.

It all adds up to a selling team, factory, distributor, dealer and service station—all aimed at a maximum degree of *customer satisfaction* and through this a growing market for Proctor appliances.



IN THE PROCTOR SERVICE PORTFOLIO: Service station insignia, direct mail pieces, sample trade ads, service questionnaire, order blanks for additional promotional aids.

There are checks and double-checks as a part of the Proctor factory follow-through. For example, every appliance serviced is delivered to its owner in a package containing a return postcard, addressed to me personally, inviting the customer to comment and criticize, either favorably or unfavorably, the manner in which the service transaction has been handled.

These cards are carefully studied and possible improvements in Proctor service are immediately initiated. Service stations are just as anxious as the factory to find out what their customers think of their service and are glad to receive comments of both favorable and unfavorable nature. Sometimes but not often a service station is not doing its job properly and must be changed. The cards tell us.

Another service check is a guarantee follow-up program, through which every purchaser of a Proctor appliance receives a letter from the writer and a return questionnaire inviting comments about the product and its performance in the home. These are mailed three months after the guarantee cards are received at the factory. Service complaints are instantly noted with prompt follow-through.

To say that the Proctor sales organization is enthusiastic about the

Proctor "customer satisfaction" service program is putting it mildly. To a man, they think it is terrific. And it is natural that they should. Every man likes to feel that he is representing a company whose products and policies are second to none. He wants to be proud of his company and the products it makes. He can be justly proud of the lengths to which Proctor goes to assure customer satisfaction. Thus, service constitutes a stamp of authority verifying his statements about his company. As a morale builder, the Proctor service program is tops.

The trade is equally enthusiastic. More so since the trying days of war when the lack of service so often experienced was a major irritant.

Already the quality lines are being carefully drawn by both distributors and retailers. A company's service program can either be an asset or a great liability. For Proctor there is no question as to the answer. The "Department of Customer Satisfaction" is among our greatest sales assets. As an effective selling tool it equals in value product features, merchandising policy and aggressive advertising and sales promotion. Without question service is an all-important fourth step in selling and we are making the most of it.





Charles Meyer

**"TEACH—OR BUST"** . . . was young, personable Quentin McDonald's college maxim. He made it—by the long way home. At the moment he's administrator of the 76-week, on-the-job training course in advertising which Benton & Bowles, Inc., has set up to orient veterans into its fold. "Dean" McDonald supervises the classwork, reading, laboratory periods and examinations in a course which numbers better than 70 enrollees. Approved by the New York State Division of Veterans' Affairs, teachers are recruited from the agency's executive staff; the course delves into every aspect of agency function. Quentin McDonald got interested in advertising while he was in the Army. Enlisting as a Pvt., he worked up ranks to a Lieutenancy, found his niche as a Photo Interpreter of Bomb Damage. Because he had to present his material graphically he taught himself layout. After the war he was sent to Berlin in the Group Control Council, fought a private war to get home again. Back in the states he tackled Benton & Bowles, but at that point they weren't interested. Then the agency decided on its school program, sent for Quentin. The pupils are potential brain-trusters. His after-hours hobby—hunting for an apartment. A course, he adds, which he busted cold.



**MARK CROSS . . . ONCE REMOVED . . .** Justin Murphy (left) is a quiet-spoken Bostonian with a faint English accent and a penchant to rejuvenate a deserted, still-handsome Virginia watering resort. He's also president of Mark Cross. His was the decision which prompted the firm to add to its list of men's perquisites with a line of men's toiletries, called "Cross-Country." Mr. Murphy's father inherited the business from Mark Cross, who, surprisingly enough, was no tycoon—rather a small, excellent Boston saddler. It was this Patrick Francis Murphy who made of Mark Cross the purveyor of excellent leather offerings which graces Fifth Avenue today. (He imported and sold the first wrist watch in this country.) Son Justin, fresh out of Yale in 1912, couldn't see spending his life in an office. He studied landscape architecture, went off to the Continent to seek his fortune. Later he designed scenery for the famed Russian Ballet, came back to the U. S. when Patrick Francis died. The "Cross-Country" line, ranging from soap to cologne will have a national distribution in the better shops. In our picture Mr. Murphy is awarding a prize at the preview of the new line.



# They're In the News



**HE DOESN'T GET INVOLVED . . .** in adventurous, romantic or amusing incidents, apologized Dr. William F. Talbott. But Big Business has its eyes fixed on him with the attention usually given a swashbuckling hero. Dr. Talbott is director of Stanford University's new Research Institute. Pure and applied research in the physical, biological and social sciences, engineering and mechanical arts are within its scope. To sum it up: the Institute will handle all research problems of industry. Furthermore it's non-profit. The Institute will draw upon outstanding scientific ability among the University's faculty, in addition to its own staff of scientists and technicians. Director Talbott, himself, stems from Nebraska, went to college in Iowa. An ardent horticulturist, he even raises orchids. A would-be farmer he's traveled thousands of miles, ringing realtor's doorbells, in hapless search for the "perfect little farm." The horticultural bent will come in handy, says he, on the Institute's first job—an assignment from the Navy to implement a program of research on rubber-bearing plants such as *Russian dandelion!*

**IT TOOK A LITTLE WHILE . . .** for the whistles to subside when red-headed, easy-on-the-eyes Bobette Crane moved into her high-voltage job as director of advertising for the R. B. Rogers Companies of New York City. By the time Bobette had closed mouths with a couple of smart decisions the gentlemen were prepared to forget the pulchritude and admire the brains. She handles everything from neon signs to newspaper campaigns, plans the advertising for power lawn mowers and Deisel engines. Her offices are in a plant; welding flashes from the next room light up her green eyes and generous sprinkling of freckles as she tells you about British thermal units. A born and bred New Yorker, Bobette says that no job is a rut unless you let it dig you into one. Since college she's been a secretary, worked on a business paper. The only woman's angle to any of her accounts is enticing the feminine form onto motorcycles. After battling her way through a phalanx of tough businessmen from nine to five she likes to go completely feminine over a stove. What cooks?—You ought to taste her lasagna!



# Who Are Best Prospects for a \$7,500 Plane? —Businessmen!

BY JOHN P. GATY

Vice-President and General Manager,  
Beech Aircraft Corp.

Where is the best market for volume sales of a four-seat airplane? That's the question we had to answer as we designed and made plans for selling our new \$7,345 Beechcraft Bonanza.

Our wartime capacity equipped us for volume production of commercial planes so we were determined to achieve volume sales. Our initial step was a thorough study of all possible markets and the type of plane required to meet the needs of each. We discarded the idea of producing a plane which would be bought largely by professional pilots and wealthy sportsmen. The potential is too small right now.

The results of our investigation pointed clearly to one fact: The travelling business man is the No. 1 prospect for the type of plane we were developing. Here was the place to concentrate our sales and advertising efforts. At the same time we realized that the average executive would have to be sold on a new outlook toward his transportation problems. We knew it would be necessary to emphasize the utility, savings in man-hours and operating economy which a plane can bring to business. It was essential that we embark on a special, selective sales and promotional effort, geared to the specific markets with the most promising prospects for the Bonanza.

The result of this reasoning is our coordinated sales and advertising campaign for 1947 planned by Erwin,

Wasey & Co., Inc., New York City, to present the Bonanza to businessmen as a *business machine* and as a sound investment in company equipment, rather than as just an airplane and a pleasant luxury.

This campaign has a dual purpose: To sell businessmen on the basic idea of a four-place plane for business use, and to demonstrate how the Bonanza fits the specialized travel requirements of each type of businessman.

After considerable investigation we have picked these groups as the most logical prospects for our initial sales and advertising efforts: Oil and mining executives, publishers, engineering consultants, sales executives and salesmen, executives with two or more plants, and all kinds of businessmen in smaller cities and in the countries where transportation is difficult. While we're interested in selling all businessmen, we believe that people in these selected markets are the cream of our immediate prospects. A great many of these people must travel constantly to fulfill the responsibilities of their jobs. To them, time is money, and we plan to demonstrate how the speed and utility of a plane designed for business use can save them valuable time.

Speaking of better business machines

Look at the Beechcraft

**BONANZA**



What's a business machine for? To save time, save labor, save money, improve a product or service. The Beechcraft Bonanza qualifies as one of the most useful, efficient and economical business machines ever presented to American industry! And it not only does superlatively well the things required of a good business machine, but makes a new kind of executive out of the business man himself!

The Bonanza is a four-place, 175

mph business vehicle that brings travel costs to as low as one cent per passenger mile while providing limousine luxury and comfort to every passenger. You go when you want to go—in any direction. The plane is equipped for round-the-clock, round-the-season travel—two-way radio, landing lights, instruments, cabin temperature control. And it is as quiet as an open car on the road at 55 mph!

The Bonanza had to be a revo-

lutionary plane to provide the utility demanded for business use. It is revolutionary, achieving a speed and payload with its 165 hp engine and controllable propeller that no other plane has ever achieved before with less than 330 hp! Yet for this business machine—capable of saving thousands of dollars per year in man hours and executive efficiency and of making substantial savings in travel expense—the cost is just \$7,345. F. A. F. Wichita, Kansas.



SPECIAL COPY: Bonanza advertisements talk the language of each prospect in the business publication of his industry.

The idea of selling a four-place plane as a business investment is basically new. Heretofore, this type of aircraft has been advertised and sold largely to the sportsman-pilot market. We expect that it will require extensive and continuing promotion to develop the idea that the four-place plane is ideally adapted to the many business uses uncovered by our market research.

We know that many businessmen are already aware of the value of airplanes for executive travel. Many of the planes used are twin-engine Beechcrafts costing over \$60,000 and more often than not, they carry only highly paid executives. Transporting top management around the country in what we call "a comfortable hurry," at 200 miles per hour, these planes are luxuriously outfitted and justify their name, "flying office."

The result is that when executives think of company-owned planes they are apt to think only of twin engine planes. But now, with an investment of less than \$7,500, any company can place the four-place Bonanza along side the company-owned automobile as a basic means of transporting all kinds of personnel—engineers, and even relatively low paid employees, in

SALES MANAGEMENT

**DESIGN FOR BUSINESS:** There's passenger car comfort in this plane (right). Bags go into the easy-to-get-to compartment and passengers open cabin door and step in.

**MEET THE AUTHOR:** John P. Gaty (below, right) rose from the ranks of sales engineer. Here he takes a Kansas breeze with a Florida Beech Aircraft distributor.



addition to top executives. For example, our figures show that when three employees are routed from place to place at the same time, a company can operate our Bonanza for less than the cost of rail coach tickets, without considering the value of the men's time while in transit.

Executives are also apt to think that four-place planes have relatively low speed and limited range. The Bonanza's cruising speed is 175 miles per hour at 10,000 feet at 115 horsepower, and the plane has a range of 750 miles. Cruising speed becomes important to the businessman when he learns that the Bonanza will fly about as fast as the famous airliner, the DC-3, in which millions of people have flown.

The Bonanza was designed for easy use by business people. You open a door on the side of the plane and step in just as you would into an automobile. The Bonanza will carry four 170-pound passengers and 100

pounds of baggage—and there's an easy-to-get-to compartment for baggage. Design for the passenger's comfort and utility is an important part of selling planes.

There are other markets for the Bonanza in addition to businessmen, but a quick bit of arithmetic shows why business organizations represent the largest—and so far a largely untapped—potential for the four-place plane manufacturer.

For the flying enthusiast to purchase and operate a \$7,345 plane an annual income after taxes of \$25,000 probably would be necessary. This is roughly one-third of a man's annual income going into the initial purchase price. Today, to have a net income of \$25,000 after taxes, an individual would have to earn a gross income of around \$84,000. This sharply limits the number of prospects who might buy the plane for their own use. For the private flyer, a \$7,500 plane is in the class of a pleasure boat.

On the other hand, we have the figures to show the value of a \$7,500 plane as a sound business investment for a company whose personnel must travel in their work. We have developed two sets of figures which are part of the brochure which salesmen from Beech Aircraft's 28 distributors show to prospects.

With these figures, Beech salesmen can show prospects estimated costs for operating the Bonanza on a per passenger hour basis and a per revenue passenger mile basis. This makes it convenient for the prospective business buyer to compare operating costs with the hourly salary cost of a man's time while he is traveling. These fig-

ures take into account fuel, depreciation, maintenance and insurance costs and pilot's salary cost where a pilot must be hired. They are computed for 200, 300, 600, 900 and 1,200 hours use of the airplane each year.

It's important to us to show prospects these estimated operating costs. Prospects can see for themselves how operating costs drop and savings in traveling time increase in proportion to the amount of use the plane receives. These estimated costs provide companies with an incentive for utilizing their plane in every way that proves practical. This means demands for additional planes and for replacements—a pleasing prospect for the plane maker.

We realize that our new conception of the market for planes calls for fresh marketing plans. In our advertising in 1947 in general media we will stress the idea that companies can complete their transportation systems by adding one or more planes—and we hope they will be the Beechcraft Bonanza. Special copy will be employed in advertising to our major selected markets. This will personalize the transportation problems for the executives in each of these markets.

Early production of the Bonanza has already been sold. Nevertheless our 1947 advertising budget will be larger than in 1946 and will be one of the largest promotional programs by any plane manufacturer. The special campaign in selected markets for the Bonanza will be tied in closely with promotion for the Beech Model 18S twin-engine executive transport.



# How to Increase Sales Through Better Media Selection

Conclusion\* of a three-article series BY ARTHUR HURD

Director of Media Research, J. Walter Thompson Co.

It is generally recognized that markets are "people" rather than "places." The problem begins with the determination of what people will spend in one type of market as compared with another and how they can be reached most effectively.

Any territory is a composite of the various market classifications within the territory. The arrangement of market and media data by types of market therefore provides the sales manager with a device by which he can allocate advertising expenditures in relation to sales potentials for any territorial division.

As previously shown,\* approximately two-thirds of the retail sales of the country are concentrated in

the Metropolitan Markets which account for only 54% of the total civilian population. It is apparent from this that the spending power of the families living in these markets is greater per capita than it is in the Small Urban or Rural Markets. In practice it works out this way for most products not designed specifically for farm use. It is also true for most advertising mediums not keyed editorially to rural or farm interests.

In most cases, the advertising mediums selected for a particular job have a direct bearing on the sales problem involved. For example, certain magazines will be selected because they appear to reach the right

kind of people all over the United States. In this sense they provide national coverage. Radio may be added to provide even greater coverage of the national market. But the question is whether this investment in national coverage represents over or under spending in relation to sales potentials by individual markets and whether each sales territory is getting its share of the total appropriation.

If newspapers (or even posters or car cards) are used, the problem is further complicated by the fact that they may give more support than is needed in some territories and needlessly penalize others.

The practical result of analyzing sales and media data by market classifications is shown in the accompanying exhibits, all of which are based on actual case histories.

The division of expenditures has been accomplished by applying circulation percentages to the total. In Chart I, (opposite page) expenditures have been broken down into market classifications. Metropolitan Markets account for 54% of the civilian population and 68% of the effective buying income of United States families. The sales quota established for these markets was 69% of the estimated sales for 1947 and matches closely effective buying income or purchasing power of the families living in these markets. The media selection also places 69% of the total expenditures into the same markets. The balance of the appropriation was allocated to the Small Urban and Rural Markets in accordance with the sales potentials indicated for these markets.

The sales quotas were arrived at after a basic study of retail sales data by counties for this type of product in relation to purchasing power. The final figure for each county relied heavily on actual sales report-

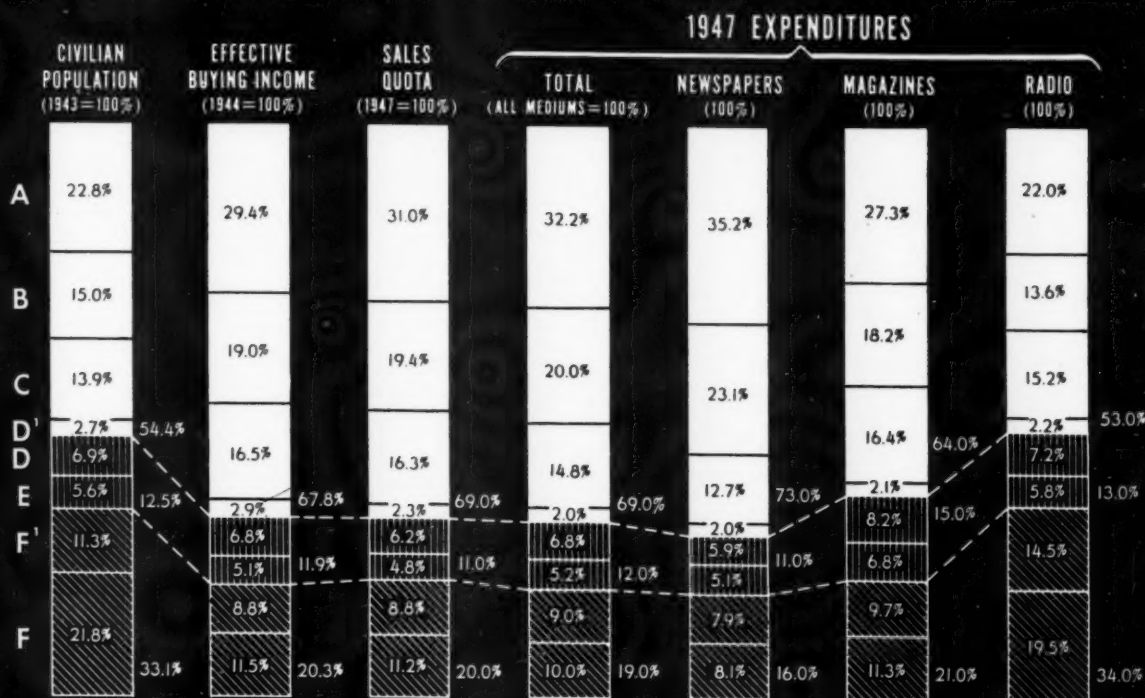


*"Consolidated Fountain Fixtures up two eighths—United Pick and Shovel up three quarters—!"*

\* For Part I, see "How to Increase Sales Through Better Media Selection," SM, Nov. 20, 1946, p. 96. For Part II, see SM, Dec. 1, p. 92. Reprints of the entire series will be available at 25c.

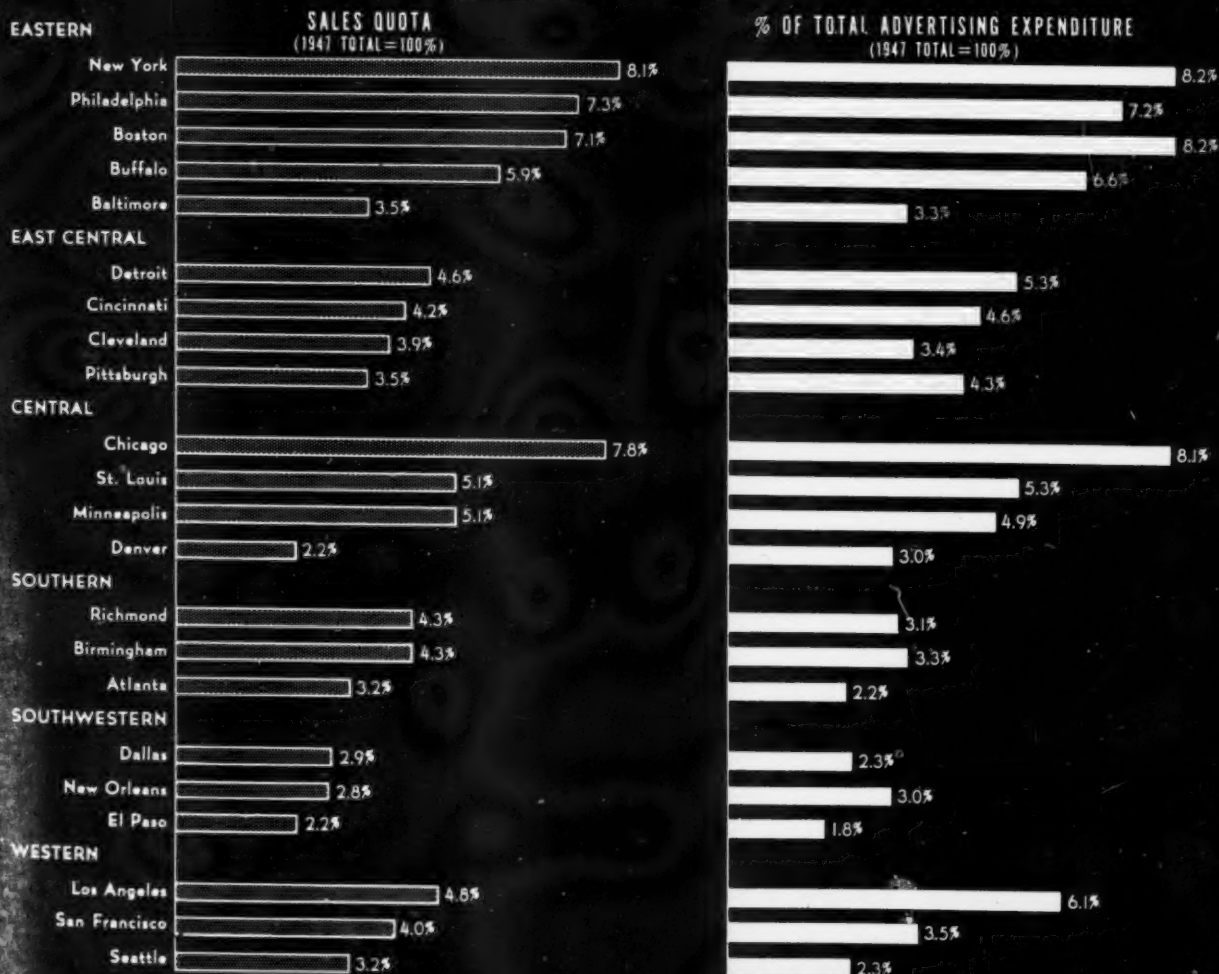


# RELATION OF ADVERTISING EXPENDITURES TO SALES POTENTIAL BY MARKETS (1)



## ANALYSIS OF ADVERTISING EXPENDITURES BY A COMPANY'S BRANCH SALES AREAS (2)

(A PACKAGED SPECIALTY SELLING FOR 50 CENTS)



## Analysis of Advertising Expenditures by Markets

Market Class	1947 Sales Quota	1947 % Total Advertising Expenditures	Total	Newspapers	Magazines	Radio
A	31.0%	32.2%	\$ 480,072	\$ 279,870	\$ 164,075	\$ 36,127
B	19.4	20.0	298,182	175,331	101,978	20,873
C	16.3	14.8	220,654	100,618	97,529	22,507
D	2.3	2.0	29,818	15,390	11,428	3,000
Total Metro. Markets	69.0	69.0	1,028,726	571,209	375,010	82,507
D	6.2	6.8	101,382	45,724	45,216	10,442
E	4.8	5.2	77,528	34,113	35,430	7,985
Total Small Urban	11.0	12.0	178,910	79,837	80,646	18,427
F	8.8	9.0	134,182	54,075	57,430	22,677
F	11.2	10.0	149,090	64,407	58,294	26,389
Total Rural	20.0	19.0	283,272	118,482	115,724	49,066
Total U. S.	100.0	100.0	\$1,490,908	\$ 769,528	\$ 571,380	\$ 150,000

See text page 44

ed in the last Census but had a corrective weighting applied through the use of SALES MANAGEMENT'S 1944 index of Effective Buying Income. The procedure was to take for each county the percent of U. S. retail sales, add the percent of U. S. effective buying income and divide by two to obtain the percent of U. S. quota to be sold in each county.

Variations of this method have been used in other cases, including the addition of other factors in the weighting, but they all tie back to sales experience and the various market factors.

The selection of media also ties back to those basic factors but to achieve the final distribution of total expenditures it was necessary to

place more emphasis on the metropolitan circulation of some mediums than with others.

The magazines used in this case were the best that could be selected for this type of product (a packaged specialty item retailing at 50c) but they only delivered 64% of their circulation in the Metropolitan Markets which was not enough in relation

## Distribution of Advertising Expenditures By Type of Product

	Convenience Goods (Packaged Item) Price: 10c	Specialty (Packaged) Price: \$1.00 to \$10.00	Specialty (Appliance) Price: \$500 and over
<b>Metropolitan Markets</b>			
Sales Quota	61.6%	66.0%	60.0%
% Total Advertising Expenditure	64.5	66.2	60.3
Magazines	61.6	65.7	65.6
Newspapers	81.4	77.5	—
Supplements	73.8	—	75.1
Radio	61.6	54.0	61.6
Farm Journals	—	—	15.4
<b>Small Urban Markets</b>			
Sales Quota	12.3	12.0	15.0
% Total Advertising Expenditure	12.7	12.6	13.0
Magazines	14.1	13.8	14.2
Newspapers	5.3	8.4	—
Supplements	12.6	—	11.6
Radio	13.5	13.2	13.4
Farm Journals	—	—	13.3
<b>Rural Markets</b>			
Sales Quota	26.1	22.0	25.0
% Total Advertising Expenditure	22.8	21.2	26.7
Magazines	24.3	20.5	20.2
Newspapers	13.3	14.1	—
Supplements	13.6	—	13.3
Radio	24.9	32.8	25.0
Farm Journals	—	—	71.3
<b>TOTAL U. S. (1947 Sales Quotas &amp; Expenditures)</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

See text page 48



**FOR FASTER,  
STRONGER GROWTH...**



## Advertise on *Champion* Paper

The man who starts a business wants it to grow up before he grows old. He likes the strength of oak, but he wants it hurried a little. Printed advertising is basic food for business and is custom made for every individual need, great or small. For more than fifty years, likewise, Champion has been making quality papers to anticipate and improve advertising and printing practices. It's a good line. And a varied one . . . including coated and uncoated for letterpress and offset, business papers, envelope, cover, high finish postcard and package wrap, papeterie and specials. For steady, profitable growth in current sales and those of the future, plan to put every printing job on Champion quality paper.

THE *Champion Paper* AND FIBRE COMPANY . . . HAMILTON, OHIO



Manufacturers of advertisers' and publishers' coated and uncoated papers, bristols, bonds, envelope papers, tablet writing and papeterie . . . 2,000,000 pounds a day  
MILLS AT HAMILTON, OHIO . . . CANTON, N. C. . . HOUSTON, TEXAS

District Sales Offices

NEW YORK • CHICAGO • PHILADELPHIA • DETROIT • ST. LOUIS • CINCINNATI • ATLANTA • SAN FRANCISCO

## Analysis of Advertising Expenditures By a Company's Branch Sales Areas

	1947 Sales Quota	1947 % Total Advertising Expenditures	Total	* Newspapers	Magazines	Radio
<b>EASTERN</b>						
NEW YORK	8.1%	8.2%	\$ 122,254	\$ 71,886	\$ 42,055	\$ 8,313
PHILADELPHIA	7.3	7.2	107,346	55,391	44,333	7,622
BOSTON	7.1	8.2	122,254	62,472	49,146	10,636
BUFFALO	5.9	6.6	98,400	48,905	39,163	10,332
BALTIMORE	3.5	3.3	49,200	30,651	16,925	1,624
	31.9	33.5	499,454	269,305	191,622	38,527
<b>EAST CENTRAL</b>						
DETROIT	4.6	5.3	79,018	38,403	32,081	8,534
CINCINNATI	4.2	4.6	68,582	37,651	22,221	8,710
CLEVELAND	3.9	3.4	50,691	24,078	21,392	5,221
PITTSBURGH	3.5	4.3	64,109	35,901	21,028	7,180
	16.2	17.6	262,400	136,033	96,722	29,645
<b>CENTRAL</b>						
CHICAGO	7.8	8.1	120,764	71,783	38,879	10,102
ST. LOUIS	5.1	5.3	79,018	43,460	25,997	9,561
MINNEAPOLIS	5.1	4.9	73,054	33,312	26,738	13,004
DENVER	2.2	3.0	44,727	25,763	14,536	4,428
	20.2	21.3	317,563	174,318	106,150	37,095
<b>SOUTHERN</b>						
RICHMOND	4.3	3.1	46,218	19,042	22,277	4,899
BIRMINGHAM	4.3	3.3	49,200	23,764	17,466	7,970
ATLANTA	3.2	2.2	32,800	13,087	15,777	3,936
	11.8	8.6	128,218	55,893	55,520	16,805
<b>SOUTHWESTERN</b>						
DALLAS	2.9	2.3	34,291	14,780	14,505	5,006
NEW ORLEANS	2.8	3.0	44,727	23,884	15,789	5,054
EL PASO	2.2	1.8	26,836	10,198	13,418	3,220
	7.9	7.1	105,854	48,862	43,712	13,280
<b>WESTERN</b>						
LOS ANGELES	4.8	6.1	90,946	53,931	31,558	5,457
SAN FRANCISCO	4.0	3.5	52,182	21,447	25,830	4,905
SEATTLE	3.2	2.3	34,291	9,739	20,266	4,286
	12.0	11.9	177,419	85,117	77,654	14,648
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>\$1,490,908</b>	<b>\$769,528</b>	<b>\$571,380</b>	<b>\$150,000</b>

See text this page

to sales opportunities in these markets. The radio program, with only 54% of the total in these markets, was even more out of line. A list of metropolitan Sunday newspapers with 73% of their total in these markets provided the necessary balance in total expenditures. All three mediums, together, delivered the maximum total coverage that could be achieved for this product within the limits of the advertising budget. See table, "Analysis of Advertising Expenditures by Markets," page 46.

With the total expenditures in line with market potentials, it was only necessary to check them against sales quotas for individual territories. It was reasonably certain that they would be fairly close because territories are merely geographic bounda-

ries surrounding various market classifications.

The result is shown in Chart II. (Pictograph page 45). A close examination indicates that further adjustments might be desirable for certain territories but they will not be made until later in the year when actual sales results will be available.

The percentages for expenditures, shown in the charts, have been converted into dollars in the table (above), "Analysis of Advertising Expenditures by a Company's Branch Sales Areas." The total for all mediums is approximately \$1,500,000. The procedure outlined in this example would be the same whether the total was larger or smaller, with the exception that when the expenditure is less than \$500,000, the

choice of mediums would have to be limited to one medium (or possibly two) in order to maintain the relation to sales potentials and still keep within the budget.

In another table, "Distribution of Advertising Expenditures by Type of Product," page 46, breakdown of expenditures by major market classifications is shown for three other products. The first column shows the relation of expenditures to sales quotas for a packaged goods item retailing at approximately 10c. The second column shows a similar comparison for a semi-specialty packaged goods item retailing from \$1 to \$10. The third column shows the result for an appliance with a retail price range up to \$1,000. In all three cases, total expenditures were brought into





Thanks for helping  
and best wishes for  
a Merry Christmas

BELL TELEPHONE SYSTEM



line with sales quotas by placing a different emphasis on each type of medium.

The magazines selected for the 10c item are edited primarily for women. Since they did not have enough circulation in the Metropolitan Markets it was necessary to add metropolitan newspapers to offset the deficiency. Sunday comic supplements were chosen in this case because they provided a good medium for the type of copy used and are concentrated largely in the top markets for this product classification.

**FOR THE FOUR-COLOR MAP of J. Walter Thompson's market patterns of the Nation's 3,074 counties, see SM, Nov. 20, 1946, Page 98.**

The specialty item selling from \$1 to \$10 follows the general media pattern of the example illustrated in the charts. In this case, the news sections of the Sunday newspapers were used. The list included cities down to 50,000 population.

The appliance with a price range up to \$1,000 has a large sales potential in small urban and rural communities. For this reason farm journals were added to achieve better coverage of these markets but the ad-

dition of Sunday magazine supplements was needed to keep the allocation of expenditures in proper balance with the Metropolitan Markets.

The breakdown by sales territories is not shown because in all three cases the pattern of expenditures follows closely the pattern of territorial quotas, just as they did in the example shown in the charts. The point of interest in the market summary is the demonstration of the principle using widely different types of products and various media combinations. Even when a product has a large sale in rural communities, as illustrated in the third example shown in the summary table, the sales manager cannot afford to under-spend in the Metropolitan Markets where

the spending power per capita is higher and sales per advertising dollar correspondingly greater.

Most products follow the flow of spendable income which is highest in the largest of the Metropolitan Markets and progressively lower in each successive market classification. The basic principle of the method described in these articles is to locate spending power in terms of market potentials and to find the media pattern that will match these potentials through the proper allocation of expenditures. It is not a formula in the sense that it will automatically produce the desired result but it may serve as an effective tool for the sales manager who wants to make his advertising dollars more productive.

## WHERE TO GET REPRINTS

Mr. Hurd's three articles now are on the press, and reprints will be available within a few days.

Copies will be forwarded to interested subscribers on a first come, first served basis until the supply is exhausted.

If you would like to reserve one or more copies, we urge you to write promptly to *Sales Management*, 386 Fourth Ave., New York City, asking for the reprint, "How to Increase Sales Through Better Media Selection." Price 25c.

## They Sell It With Human Interest!

A few years ago manufacturers discovered that they could sell everything from sweat shirts to wrist watches if the product bore a "Mickey Mouse" cartoon. Using a personalized animal or a comic strip character to identify company or product is an idea which seems to be catching on.

Schenley Distillers Corp., for instance, has picked the bright-plumaged rooster out of its national advertising and made him a star salesman. "Sunny," as he's called, will hold the attention of 60 million readers a month through national magazines alone. In many of the advertisements Sunny will actually hold the Schenley Reserve package.

"Sterling the First," International Salt Co.'s, famous little red pig, now adorning their meat salt packages, has come to life and is a feature at state and county fairs. His prototype will remind farmers, via the box and other advertising, to cure their meat the Sterling "Flavor Way."



The Pal Blade Co., Inc., on the other hand, is using an animated, smiling, belathered trademark, on all Pal Hollow Ground Razor Blades packages—both single and double-edge. Little Pal, says the company, has been its most able salesman in all selling jobs, including national newspaper and magazine advertising, 24-sheet posters, window and counter display, since his creation seven years ago.

# Company Booklet Helps Employees Explain Shortages



**ROLLING STOCKROOM:** Installers now can tell customers that soon they will be able to reach into the truck and get anything they need immediately.

Coming out of the war, people expected an immediate brave new world in telephone service—and the Southern California Telephone Co. found that it would have to take a beating through 1946, maybe into 1947.

For during the war years, it had been compelled to live on its fat, stretching reserve cables, switchboard and plant. Before normal service could be given, there would have to be a lot of manufacturing, and building.

While going through this knot-hole, last summer, it was discovered that many of its employees had never known the company when it was good—when an installation truck carried every kind of equipment for any kind of service, and if a subscriber wanted an extension by his bed, because he was laid up, it could be put there in a matter of hours.

So, the company compiled a pamphlet for employees. Then, they were explaining why things couldn't be done, an apologizing for service lags and installation delays. This pamphlet told them how good the company had been, any time since 1880, and how it was working along lines that would certainly make it good again. It told how research for war had brought new kinds of phone service. Then it told how reserve equipment had been used up.

At the time of Pearl Harbor, there were 854,000 phones in the system, 14,600 employees, 2,000,000 square feet of floor space. By the time the A-bomb was dropped at Hiroshima, there were 1,024,000

phones, 18,000 employees, less than 3,000,000 feet of space. There were 131,000 orders for new phones, another 1,000,000 feet of building had to be constructed.

Some time in 1947 the shortages of equipment should be made up. Then the organization will be able to clip seconds from the time needed for toll calls. It used to be 90 seconds, and the new objective will be one minute.

The old party line service is to be liquidated, because private line service will be brought down in cost. Extensions will be cheaper.

Telephone subscribers are going to talk from their cars, boats and motor trucks. When there is a big crowd somewhere, say in the desert for speed trials, mobile phone service will move in, as it did on battlefields.

Past achievements were pictured in old photographs—first phone talk across the continent, the Atlantic, the Pacific, to a plane, and so on.

The new achievements, like radar, and the "Voder," that speaks words, were explained in their relation to the everyday telephone service of tomorrow.

The effect of this pamphlet on employee morale was immediate.

Telephone people meeting the public no longer apologize for delays and shortcomings, or offer their own explanations, based on scanty information.

They know that the company they worked for had been good—and why.

And they were confident that it would be good again—soon. And much better—and why.



## USE REPLY-O LETTER

### FOR QUESTIONNAIRES, MARKET SURVEYS!

Results of 50%, 60%, and 70% are not unusual with Reply-O "list-cleaning" letters. Proportionately high returns on all types of Questionnaires and Market Surveys. This easy-to-answer letter gets more replies.

#### What Are Your Needs?



Write to THE  
**REPLY-O PRODUCTS CO.**  
150 West 22nd Street, New York 11

23 YEARS 590 KC OF THE  
BEST IN 5000 WATTS OMAHA  
SERVES 250 COUNTIES

**WOW**  
NBC

ESTABLISHED IN 1923  
**JOHN J. GILLIN, JR.,**  
PRESIDENT  
JOHN BLAIR & CO., REPRESENTATIVES



*This Booklet  
COULD be  
the Answer to a  
\$500,000,000  
Scandal*



**W**E'VE just been reading some figures. About current advertising expenditures. It appears that out of all advertising, about 22½ percent, or 540 million dollars went into direct advertising and sales promotion material (this includes booklets, folders, letters, catalogs and other printed promotional material). Being in this branch of advertising, this total was pretty gratifying.

But we were shocked by the next figure. Out of all the companies responsible for investing this stratospheric amount of money, only 7 percent used the services of an outside direct advertising specialist.\* Something over 500 million dollars worth of promotional and selling material is, it would seem, strictly homemade, many times on a catch-as-catch-can basis.

We submit that the material which makes up direct advertising should have the benefit of professional handling, techniques and methods—just as do space and radio advertising. This conviction has

built our business. Creating, writing and producing direct advertising, providing counsel in this specialized field, carrying out research by mail, is *all* that we do. We've become professionals through 25 years of practice. We know of none of our clients who do not rank us right alongside their general advertising agencies, so far as value received is concerned. And more and more, advertising agencies are recommending our services to their clients.

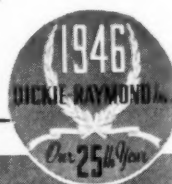
All of which leads up to the fact that we've written a booklet. About us. It tells in detail *what* we do, *how* we do it, and the different arrangements under which we work with clients. It tells, better than we can here, why this specialized outside counsel might help you get more sales or better results from the money you spend for direct advertising and sales promotion material. A request, on your company letterhead, will bring you a copy.

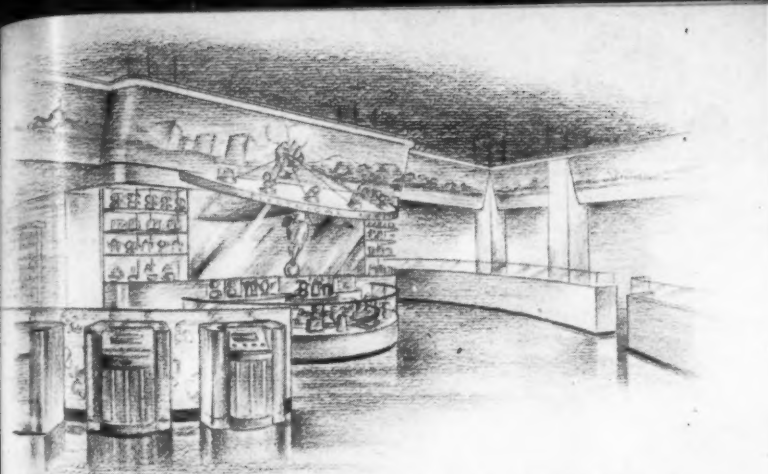
\* Figures given are from report of Research Committee, DMAA Conference, Chicago—October 18, 1946.

MERCHANDISING & SALES PROMOTION COUNSEL . . . DIRECT ADVERTISING

*Dickie-Raymond, INC.*

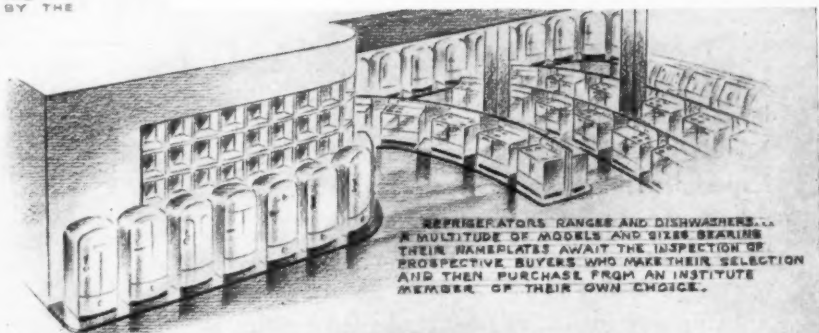
521 FIFTH AVENUE, NEW YORK 17 · MURRAY HILL 2-5330  
80 BROAD STREET, BOSTON 10 · HANCOCK 3360



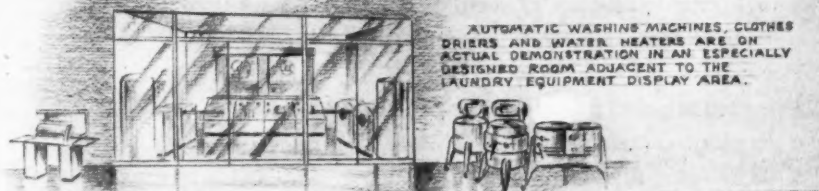


THIS ATTRACTIVELY DESIGNED THEME CENTER, LOCATED IN THE LOBBY OF THE POTOMAC ELECTRIC POWER COMPANY BUILDING, PROVIDES THE INTRODUCTION TO ELECTRICAL LIVING EXTENDED TO THE PUBLIC BY THE ELECTRIC INSTITUTE OF WASHINGTON.

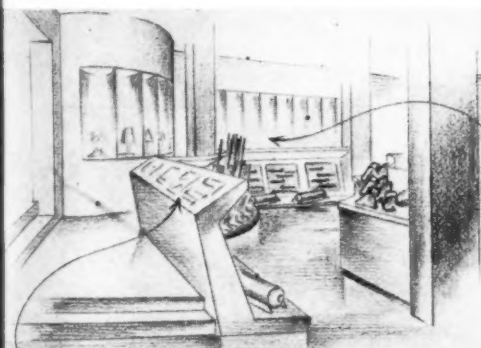
**NOTHING FOR SALE:** Electric Institute of Washington, D. C. will open this winter a shopping center (above) in the lobby of Potomac Electric Power Co. where nothing will be for sale. It's to be the Nation's largest non-commercial display of electrical merchandise in a five-year program.



REFRIGERATORS, RANGES AND DISHWASHERS... A MULTITUDE OF MODELS AND SIZES BEARING THEIR NAMEPLATES AWAIT THE INSPECTION OF PROSPECTIVE BUYERS WHO MAKE THEIR SELECTION AND THEN PURCHASE FROM AN INSTITUTE MEMBER OF THEIR OWN CHOICE.



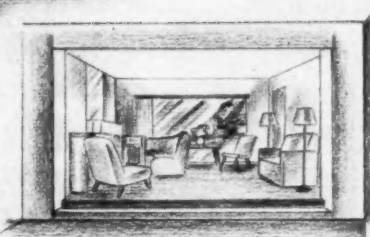
AUTOMATIC WASHING MACHINES, CLOTHES DRYERS AND WATER HEATERS ARE ON ACTUAL DEMONSTRATION IN AN ESPECIALLY DESIGNED ROOM ADJACENT TO THE LAUNDRY EQUIPMENT DISPLAY AREA.



DEDICATED TO BETTER VISION, THIS DISPLAY, WITH COLOR, MOTION AND MOBILE LIGHT WILL DRAMATIZE THE IMPORTANCE OF PROPER LIGHT TO EYE CONSERVATION.

SELF DEMONSTRATING DEVICES WILL TELL THE BETTER WIRING STORY... AND PROVE THE NEED FOR ADEQUATE WIRING.

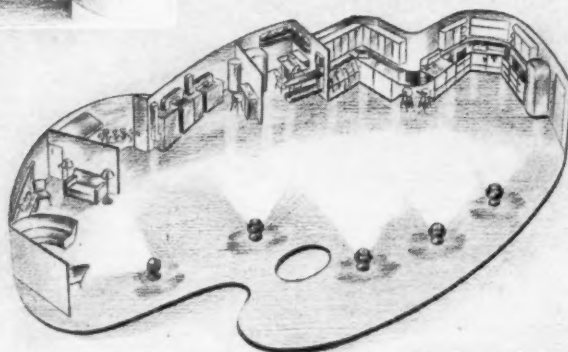
LIGHTING FOR THE HOME WILL BE DEMONSTRATED IN A FULL SIZE LIVING ROOM WHERE EVERY CONCEIVABLE TYPE OF UTILITY AND DECORATIVE LIGHTING WILL BE SHOWN.



**MULTITUDE OF MODELS:** It's expected that 65,000 potential buyers each month will inspect branded refrigerators (above), ranges and dishwashers which they can buy from member companies of Institute.

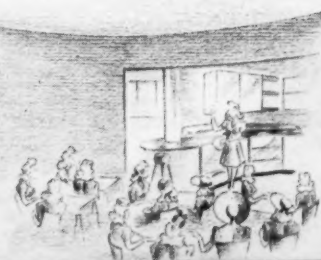
**YEAR 'ROUND ACTIVITY:** Electric users and prospects can show themselves the need for adequate wiring (above) but the Electric Institute will have a specially trained staff ready to demonstrate machines and tell prospects where to buy.

**SPEEDING THE SALE:** The shopping center will help to bring prospects closer to a buying decision by displaying all lines of merchandise (right) where prospects can shop in leisure and without feeling under any buying pressure.



THE STAGE - A SERIES OF PERMANENT SETTINGS ARRANGED TO PIVOT INTO POSITION, DRAMATICALLY PORTRAYING THE USE OF MODERN ELECTRICAL CONVENIENCES FOR THE HOME.

TOP FLIGHT EXPERTS WILL CONDUCT PRACTICAL POPULAR COOKING DEMONSTRATIONS FOR SPECIALLY INVITED GROUPS AND THE PUBLIC.



# Mandarin-Manchu wedding

## OR Class will tell!

Last spring, Bill Oetzel of Erie County, Ohio, harvested 220 bu. of soybeans from six acres, average yield 37 bu. per acre.

On the adjoining farm and same type of soil, eight acres grew 200 bu., 25 bu. per acre.

Oetzel's 50% extra yield came from certified, blue badge Lincoln soybean seed that cost only 75c more per bushel.

**Years of prodigious effort**, thought and skill precede certified seed . . . The Lincoln bean began with the cross of the white-flowered Mandarin and Manchu varieties at Illinois Experimental Station in 1934. The best plants were tested at the U.S. Soybean Laboratory in 1936. Tests in '38 and '39 finally evolved the winning cross L6-685.

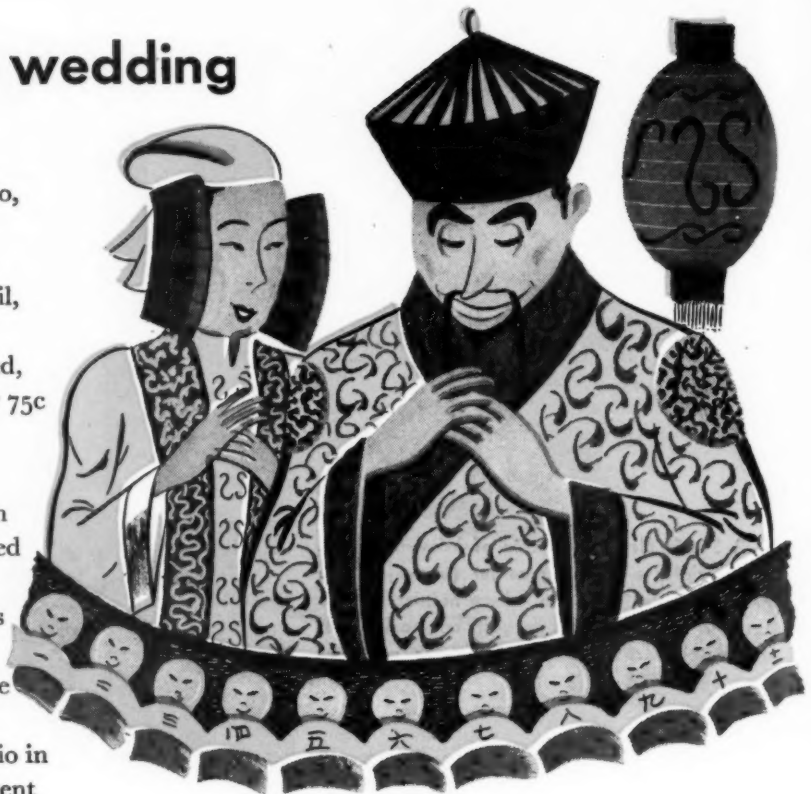
A precious pound of L6-685 planted in Ohio in 1941 yielded 23 lbs. of seed, of which 9 lbs. went back to Illinois. The other 14 lbs., hand-sown on 3.5 acres, in 1942, produced 2,747 lbs. . . . increased by ten selected growers in 1943 to 2,803 bushels! Replanted in 1944 in 52 of Ohio's 88 counties, the yield (plus that from other states) made available to any farmer the blue-badged certified seed of amazingly increased productivity.

**Seed Certification** . . . carried on in 40 states and Canada, on corn, oats, wheat, barley, timothy, clover, some 800 varieties and hybrids . . . is profit news to progressive farmers . . . interesting reading for anybody . . . See "Good Seed Is Free" . . . in **SUCCESSFUL FARMING** for December, on page 22.

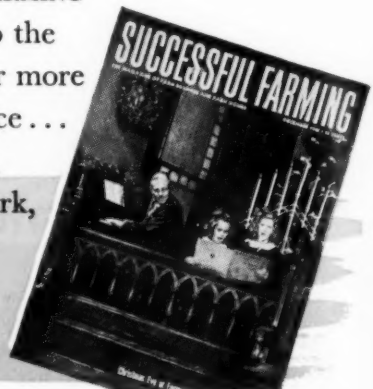


**Corn came first** . . . From 1930 to 1935, about 98% of Iowa corn came from chance kernels, open-pollinated. But in 1940-1945, about 98% came from selected hybrid seed—and yield averaged 58.2 bu. per acre, against 38.5 bu. for the earlier period. Estimate for 1946 is 70 bu. per acre! . . . Read "Your Corn Has Come A Long Way" on page 28.

**Even eggs!** . . . Eleven years ago, a Purdue U. prof every two weeks bought a dozen eggs from Main Street groceries in three largest Indiana cities, found *every store sold some bad eggs at some time* . . . Today inspectors call on as many as 30 stores without finding a single aged egg! . . . Read "Where Fresh Eggs Are Winning Markets" . . . page 26.



**Also . . .** "Do You Want Government Subsidies?" . . . "Highest Profit Per Cow" . . . "Brome Must Have Good Management" . . . "What's New in Farming" . . . other authoritative articles on research results, field-tested methods, new machinery increase profits for the 1,100,000 plus SF subscribers . . . The nation's best farmers in the thirteen Heart States plus Pennsylvania and New York . . . farmers with the largest cash incomes, highest yields, greatest property investments, make **SUCCESSFUL FARMING** today's best entree to the best class market! For more facts call any SF office . . . **SUCCESSFUL FARMING**, Des Moines, New York, Chicago, Detroit, Cleveland, Atlanta, San Francisco, Los Angeles.





# 16 Ways to Back Sales with Spot Radio in Selected Markets

BY THOMAS R. COX, JR. • Director of Merchandising, WNAB and WATR in Connecticut

If you are the manufacturer of a product which is mass sold and nationally advertised, you have undoubtedly considered the use of "spot radio." But there may be some things which spot radio, radio time bought on an individual station rather than network, can do for you that you do not know about. Short announcements on strategically selected stations can smooth out many a wrinkle in a sales campaign. Here are a few of the cases in which they can be of considerable value:

*(1) Do you have a sales area that needs a "shot in the arm?"*

When a sales area takes a slump on the home office sales curve which is below what you estimate is the potential for that particular area, a 6- or 13-week campaign of one minute announcements over a radio station servicing that area can revive interest in the product. In every national advertising campaign there will be a few spots where the effort is not quite enough. Spot radio can supply that extra push.

*(2) Do you have a product that sells seasonally?*

Manufacturers with products used chiefly during certain seasons of the year have found that a heavy schedule of spot announcements during the heavy-use periods is very successful. A good example of this is an insecticide which uses spot radio extensively throughout the summer months.

*(3) Do you have a new product that needs a bang-up start?*

Spot radio offers a magnificent chance for "punch" copy. In getting distribution for a new product there is, of course, no better ammunition for getting a product into a store than a few requests for it by customers. Short radio announcements of a strictly selling nature are an excellent medium for arousing interest.

*(4) Is one of your products lagging?*

Even in these times of shortages there are usually one or two products in a line that are selling behind the others. For some reason the "chicken noodle" may not be selling as well as

the "black bean." A short campaign of announcements can clean the "chicken noodle" out of the warehouse.

*(5) Are you faced with production problems which may result in the loss of consumer loyalty?*

Consumer loyalty is often worth keeping even though it will take a long time to balance the advertising budget of a manufacturer tied up with production problems. If you are surrounded by shortages, you are undoubtedly interested in the least expensive devices for retaining the loyalty segment. In spot radio can be found an excellent medium for "reminder copy."

*(6) Do you have an advertising message you want to test?*

There are many ways of testing the effectiveness of advertising copy, but most of them require using a community which is large enough to be self-sufficient and small enough to

make results easy to trace. In almost all recognized "test towns" there is a local radio station ready to sell spot time for the duration of the test. In spot announcements can be found the perfect testing ground for the slogan that will later be used on a coast-to-coast program after its effectiveness has been proven.

*(7) Do you want a controlled audience?*

Radio time is price-scaled to the number of listeners estimated to be listening at any one particular time. Generally speaking, more people listen at night than in the daytime and for that reason nighttime rates are higher than daytime. The audience at night includes all but the very young of each family. Your product, however, may be of interest only to housewives. So why buy the ears of the husbands at night? There are certain hours of the afternoon when you can be assured of a teen-age audience if your message is pointed



*"What do I get if I stump you?"*

**GARDEN NEWS  
ENCOURAGES  
More GARDENING**

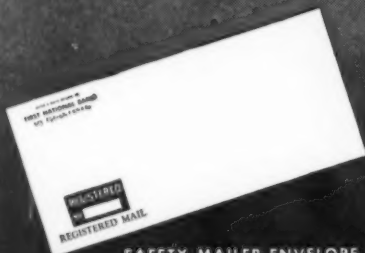
Long noted for their beautiful homes and gardens, Dallasites turn to Garden News, a regular 52-week feature of The Dallas Times Herald, for inspiration and information. Columns of timely advice and articles, written by members of local Dallas garden clubs, meet with instant response from the garden conscious readers of The Times Herald.

**THE DALLAS  
TIMES  
HERALD**

DALLAS' GREATEST NEWSPAPER  
Represented by  
THE BRANHAM COMPANY



*For Every Business Use*



SAFETY MAILER ENVELOPE  
PATENTED DOUBLE SEAL

**TENSION ENVELOPE CORP.**

FIVE FACTORIES  
SELLING DIRECT TO THE USER

New York 14, N. Y. • Minneapolis 15, Minn.  
St. Louis 3, Mo. • Des Moines 14, Iowa  
Kansas City 8, Mo.

toward that age bracket. With spot radio you can select your audience.

*(8) Do you want to determine your advertising budget from the sales chart?*

Many a manufacturer has longed for a campaign which could be increased or decreased as sales go up or down. Spot radio offers that opportunity. You can start out with a modest number of announcements on a station and as sales go up in that area the number of announcements can similarly be increased. This is a simple operation and you are enabled to correlate your advertising dollar with your profit dollar.

*(9) Have you a wholesaler or broker who needs a push?*

In placing spot radio campaigns it is often a good idea to take the broker or chief wholesaler for your product in each region into your confidence and enlist his help in the selection of a station to carry your announcements. Not only does this excite their interest in your product but very often, when the advertising is placed in their district, they are glad to pay part of the cost. They are often more interested in this type of advertising than in the advertisement that will cover all parts of the country.

*(10) Do you have a large number of different products?*

With a varied line of products the most flexible medium is often desirable. Spot radio has a high degree of flexibility. Every announcement can push a different product, and copy, if the announcements are given live, can be changed with little effort. The brand name can be put across with institutional advertising but the products themselves will probably fare better with punch copy about each one.

*(11) Do you want to select your markets for advertising?*

You may be selling your product in 30 markets but your present advertising may be going into 130. Except for the future, a large part of your advertising budget is being wasted. In using spot radio you can select your 30 markets and put advertising on only the stations which are heard by these markets. This can result in saving a tremendous amount of money without loss of a single potential customer.

*(12) Do you want a salable advertising campaign?*

In gaining distribution for a new product, there is nothing that can take

the place of an advertising campaign that is worth talking about. If a salesman, in going his rounds, has a promotional plan for the product which will interest the prospective dealer, his chances will be better for getting the product taken on. Radio advertising makes good conversation and particularly good conversation if the radio being used is local to the dealer. A low-cost contract for spot announcements can be worth twice its cost in dealer interest.

*(13) Have you markets which need local messages?*

Spot radio offers the manufacturer the chance to point his sales story to the individual community. Very often wholesalers are likely to sneer at an advertising campaign because it may be poison to his particular section. The use of a local angle can sometimes spell the difference in the gain or loss of a future sale.

*(14) Can you use the merchandising assistance of radio stations?*

Many radio stations are now in the position to offer substantial merchandising assistance to advertisers who wish to make use of their services. This consists of everything from letters to the trade in their listening area to personal visits by a radio station representative to all local outlets. It is my belief that no other type of contract as strongly prompts a station into giving this kind of assistance as one for a substantial number of spot announcements.

*(15) Do you want to draw attention to another advertising medium which you are currently using?*

Sometimes advertisers have found it worth while to advertise their advertising. You may, for example, be running a series of advertisements in national magazines, which are sufficiently interesting in themselves to warrant the effort to draw attention to the series. Not only does this draw particular attention to advertising which is, of course, pointed toward selling your product, but it also establishes an association of ideas which has been touted as a memory aid.

*(16) Do you have markets not being covered by your advertising?*

You may have a product which you feel is best advertised by being "heard about" rather than "seen" and the network which carries your advertising may not go into a few markets which you feel to be sufficiently important to be worth a little effort. It is easy to buy spot time on radio stations which cover those markets.

THE LOCAL

SLANT

PAYS OFF!



The old truism, "It's local news that builds readership," is proved again. Feature stories with natural color illustrations about Ohio people and events command top attention in The Columbus Dispatch Sunday Magazine.

Four-color full page (1000 lines) reaches over 180,000 homes every Sunday at a cost of less than 1/3 cent per family. Spot color, duotone and monotone also available.

# THE COLUMBUS DISPATCH SUNDAY MAGAZINE

Represented Nationally by O'MARA & ORMSBEE, INC.  
New York, Chicago, Detroit, Los Angeles, San Francisco

*No national schedule  
is COMPLETE  
without it!*

DECEMBER 15, 1946





## VALUABLE ANALYSIS

### of INDUSTRIAL MARKETS

All Advertising and Sales Executives interested in Industrial Markets will need HAGSTROM'S new INDUSTRIAL TRADING AREA MAP of the U. S. at their fingertips.

#### HAGSTROM'S INDUSTRIAL TRADING AREA MAP OF THE UNITED STATES

A new publication. The first analysis of its kind to identify Industrial Trading Areas and evaluate industrial markets. It shows the potential value of each individual county and of 96 major industrial markets. Graphically illustrated, this 5-color map reveals significant market facts in an entirely new light. For more effective market penetration . . . for a new visual measure of industrial markets . . . this valuable analysis is essential to all industrial firms.

A valuable supplement book is included with each map containing statistics for each trading area and a complete population index.

MAP NO. 1075-ITA 64"x44", 5 colors, including book, \$12.50. FOB 20 Vesey St., N. Y.

Send for a complete listing of Hagstrom's Commercial  
Maps for all who manufacture, advertise and sell.

**HAGSTROM COMPANY**  
INCORPORATED

MAP MAKERS  
20 VESEY STREET

EST.



1916

MAP PUBLISHERS  
NEW YORK 7, N. Y.

Spot radio does not supply anywhere near all the answers to a complete advertising program. It does, however, offer a wide variety of uses. From a promotional point of view, radio of any kind is a natural with an interest and news-value hard to match. For that reason your radio can always be promoted at the places it will do the most good—not only to the consumer but also to the myriad individuals who are concerned with the distribution of your product. That applies with equal weight to the network program, the local program, and the spot announcement.



#### No More Lost Buttons!

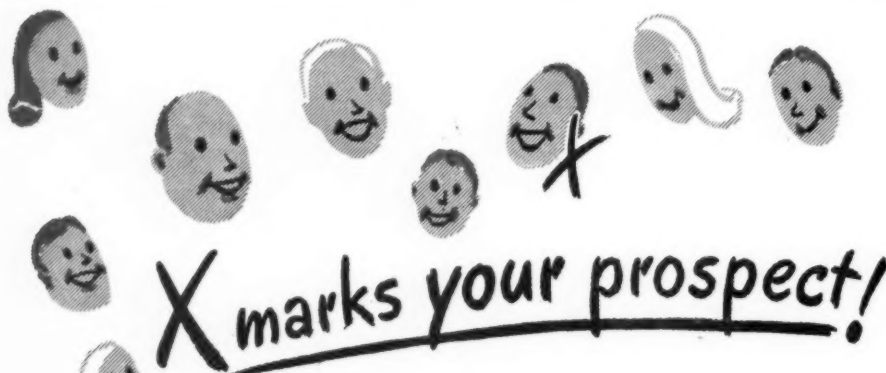
The sewing basket, with its varied contents, is in for an addition to its chock-full repository, according to C. C. Shee, sales manager of Oakville Co., Division of the Scovill Manufacturing Co. The company has just announced that retailers' shelves will soon carry the new home-attached model of its "Gripper" fasteners—the non-rusting, easily-attached metal device designed to put button problems in the discard.

Smaller than a dime, the Gripper is a snap-type fastener which requires no array of tools for attaching. Any housewife can use it with only a spool, a pencil and an ordinary hammer. It is not necessary, adds Mr. Shee, to punch a hole in the fabric. Five simple steps are followed to attach the Gripper to the fabric.

The colorfully packaged Grippers come 12-to-the-card, are retailing at 25 cents. They'll be sold through wholesalers and retailers nationally.

Scovill will launch a strong and intensive advertising and promotion program, with dealer aids and counter cards to put over the idea of a Gripper card in every workbasket.

SALES MANAGEMENT



## X marks your prospect!

He's the one in a crowd who is truly your prospect. You can reach him directly . . . present your sales story to him personally, completely, successfully—with order-provoking direct advertising by Ahrend.

Let the Ahrend staff of experts change that "X" to a "\$" . . . produce **RESULTS** for you. It's the economical, profitable way to convert your prospects into your customers.

21  
NATIONAL  
AWARDS  
within the  
Past 4 Years

## D. H. AHREND COMPANY

*Creative Direct Advertising*

333 EAST 44th STREET • NEW YORK 17, N. Y. • MURRAY HILL 4-3411

# Chevrolet Sets Up Trading Posts For Management Ideas

BY D. G. BAIRD

Sales managers employed by Chevrolet dealers are pooling their skills and techniques in a once-a-month forum. They discuss a wide range of selling problems. Object: Education in methods of lifting management efficiency.

A Sales Managers' Forum which is characterized as, "A market place for the exchange of ideas among men doing the same kind of job," is being sponsored by Chevrolet Motor Division, General Motors Corp., for sales managers employed by Chevrolet dealers.

Organized early in the summer of 1946, the main objective of this new program is to provide media and an organization whereby, each month, sales managers can exchange opinions and constructively discuss the responsibilities and duties of their jobs, according to T. H. Keating, general sales manager.

## Small Discussion Groups

Upward of 60 such forums have been organized and the membership totals between 1,500 and 1,800 active members. These are restricted to full-time, paid sales managers employed by Chevrolet dealers. In addition, dealers and Chevrolet wholesale personnel may become "guest members" and may attend meetings, but they are not permitted to participate in the discussions unless asked to express their opinions.

Chevrolet wholesale personnel provide the forums (usually hotel dining rooms) and the properties, chief of which are slide films and projectors.

A minimum of 10 and a maximum of about 30 active members constitute a forum, the purpose being to keep the groups small and to locate the meeting places within convenient range of all members.

All meetings are held during the first three days of the first week of each month.

Each forum elects one of its active members chairman by popular vote. Guest members are not eligible for office. Chairmen hold office for only four months, the purpose being to rotate the office so that all active members may receive this honor.

Chairmen of zone forums attend a regional forum once every four months. Each of the regional forums, of which there are eight, elects a chairman and reviews and coordinates the work previously done by the zone forums during the period. It is expected that, in time, a national forum may be organized. The Chevrolet Division pays traveling expenses of delegates to regional forums.

Active members receive a membership card bearing the forum emblem and their name, the latter filled in by an expert penman, and signed by the Chevrolet general sales manager, regional manager, and zone manager.

The emblem adopted is the portico of a Grecian-type forum with "Quality Sales Managers" as the base of four columns which are designated, respectively, "Selecting," "Hiring," "Training" and "Developing" and with, "Quality Retail Salesmen" as the capstone.

Subjects discussed at the forum meetings are by no means limited to those pertaining to the retail sales organization, however. They may include any and all of the duties, responsibilities and problems of Chevrolet sales managers.

To keep the discussions within bounds, however, and to obtain a national consensus on the most vital subjects, only two or three questions are discussed at each meeting and these are assigned for discussion by all forums at the same time.



To get the forums started, the Chevrolet Central Office suggested the first few questions to be discussed. Then to coordinate the work of the many forums, the following plan was adopted:

Questions to be discussed are suggested by members themselves. But someone must coordinate these suggestions, hence it was agreed that all such suggestions should be forwarded to the Chevrolet Central Office. There the suggestions are reviewed and two or three are selected for discussion at each forum meeting. Selectings are governed chiefly by the number of suggestions pertaining to the same subject received, with due regard to pertinence and timeliness.

## Film Poses Questions

The Chevrolet Central Office then has a slide film prepared by Jam Handy Organization to illustrate each problem. Each slide film is prefaced by the forum emblem and consists of a series of pertinent questions—not answers—concerning the problem to be discussed. Most of the slides are illustrated by drawings of the cartoon type. One slide film covers the two or three questions to be discussed at a given meeting.

Discussion subjects for a forum meeting having been adopted they are forwarded to the 37 zone offices where they are duplicated and mailed to all forum members sometime prior to the meeting dates, so the members may have time to give some thought to them.

Following each meeting, every sales manager is invited to write his opinions of the subjects discussed and to submit them to the chairman of his forum. The chairman of each forum then writes a digest of the composite opinion of the members of his forum and sends this to the Chevrolet Central Office which, in turn, prepares a national composite opinion and sends copies of this to all forum chairmen. The chairmen then distribute copies of their composites and of the national composites at the following meeting, or else mail them to members.

At the regional meetings which are held once every four months and are attended by the zone forum chair-

**MEN WHO KNOW SELLING... KNOW NATIONAL**

**"NATIONAL  
CATALOG  
of loose-leaf covers  
inspired our  
new portfolio.."**

writes Mr. J. M. KOCH  
Vice President of the  
Quaker State Oil  
Refining Corporation



We want to congratulate your whole organization on the splendid cooperation you've shown on this job. The portfolio has been distributed and we're already getting very enthusiastic comments and compliments from our distributor salesmen all over the country.

It was your catalog of loose leaf covers that inspired our new portfolio, and I can heartily recommend it to any firm publishing sales presentation material."

\* \* \*

Sales and advertising managers recognize the importance of a practical, modern binder for presenting their products. That's why so many of them are now choosing National. For every National Binder is simple to use... easy and economical to keep always up to date... designed for the kind of eye appeal that means "Buy" appeal!

**FREE** Our new Cover Catalog is a **MUST** for Sales, Advertising Managers, and Advertising Agencies. Copy sent on request.

**NATIONAL BLANK BOOK COMPANY**  
HOLYOKE, MASSACHUSETTS

- NEW YORK—100 Ave. of the Americas
  - BOSTON—45 Franklin Street
  - CHICAGO—209 S. Jefferson Street
  - SAN FRANCISCO—747 Rialto Bldg.
- SALES MANAGEMENT



men, the composites prepared during the preceding period are reviewed and refined. Chevrolet then publishes a confidential book which contains forum membership lists, pictures of forum meetings, questions discussed during the preceding period, and composite opinions pertaining to each question. Books are numbered and are distributed to members and Chevrolet personnel only.

Typical of subjects discussed in forum meetings held thus far are:

"What kind of an organized customer relations plan do you feel should be instituted at the present time in all Chevrolet dealerships to insure customer good-will? Advertising? Mailings? Personal contacts?

"Do you consider the available training and selling aids listed will be adequate to meet current and indicated selling conditions for 1947?

"Subject to government approval and regulations covering changes in Compensation rates, what type of compensation plan should be adopted for retail salesmen? Straight salary? Salary and commission? Commission only? Bonuses? Demonstrator plan?

### Merchandising Policy

"Under today's marketing conditions, what general merchandising policy should be followed in handling used cars and trucks? Clean deals? Trade-ins? Reconditioning? Advertising? Display?

"What kind of a daily work plan should retail salesmen be following under present day circumstances? Undelivered orders? Future prospects? Chevrolet owners? Regular service customers? Fleet owners?

"What should be done now to build a quality selling organization for 1947? When should more salesmen be added? How many? Where can the best types be found? Truck specialists? Used car salesmen? New car salesmen?

"What kind of a daily work plan should a sales manager follow? How should prospect system be used? Salesmen trained? Public relations program organized?

"How can Chevrolet dealers better acquaint the people in their communities with and capitalize upon the fairness and sound principles of the plan upon which Chevrolet cars are distributed? The ultimate protection of the customer? The long-range good-will resulting from the plan?

"What kind of an organized program should be established in a dealership in order to make delivery of a new car? From a service standpoint—new car conditioning? Delivery by the salesman of the car to the customer? Follow-up calls by the salesman after the delivery?"

These and other vital problems are thoroughly discussed by practical, experienced, competent men who have to meet them—the full-time, paid sales managers in the field. Their

dealers sit in and listen to the discussions. The conclusions reached are studied and coordinated with those of other similar groups. Zone, regional, and national composites are prepared and distributed. The result is bound to be a better sales organization, with Chevrolet dealers throughout the country following uniform, nationally - approved policies and methods which result in quality dealers, quality sales managers, and quality retail salesmen.

(Advertisement)



Courtesy, "Tide"

"You can't miss—all the Groups are up 40% since before the war, and Macfadden Women's Group is in 1st place again!"

**D**o you know  
that the most successful movie sets  
point pretty clearly to a new kind  
of American taste? Read the  
**December House Beautiful**



## List these jewels among your assets

There are 11 full-grown lakes within the city limits of Minneapolis.

There are 11,000 lakes in the State of Minnesota.

In and around these lakes the ducks fly, the fish swim, the pheasants and grouse slip through the grass, and the deer come down to the water.

Among these lakes men and women live in highly civilized communities with fine schools and symphony orchestras—with the wilderness never more than three hours away.

Very nice, but how does this concern you? In a logical and important way.

What we have described is a *way of life*. It has attracted and held a people unusually high in intelligence


and literacy, in skill and stability.

A million of these people live in and around Minneapolis and St. Paul. More than a hundred thousand live in Duluth, at the "head of the lakes." Others live and work in beautiful small cities, many of which already are important manufacturing centers.

If human skill and dependability are essential in your business—if you are producing articles of high value and low weight like the nationally known knitted apparel lines manufactured in Minneapolis and eight smaller Minnesota cities by companies such as Munsingwear, Inc., and Strutwear, Inc., and Kickernick, Inc.—it may pay you to get to know these Minnesotans. One of the

world's most respected engineering firms says, "The great asset of Minnesota is the unique skill and intelligence of its people."

If you want specific information about able, productive Minnesotans, write us and we'll tell you all we can. Or better still, if you can spare a few days, come and look things over for yourself. We'll be glad to show you around.



**MORE THAN**  
**500,000 Sunday**  
**400,000 Daily**  
 in the  
**Paul Bunyan Market**

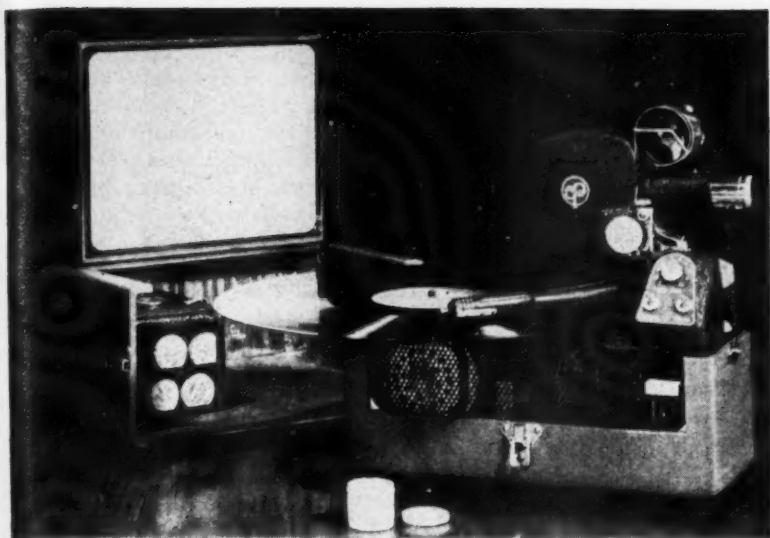
# Minneapolis Star ★ ★ ★ Minneapolis Tribune

**EVENING**

JOHN COWLES • President

**MORNING & SUNDAY**

**SALES MANAGEMENT**



SOUND-SLIDE FILM UNIT designed to meet the ever-increasing demand for audio-visual aids in sales training, point-of-sale selling, and visual education.

## Coming Your Way

..... **fast-working developer**, for paper-backed strip film line and halftone negatives has been introduced by the Philip Hunt Co. Called Hunt's H-18 Rapid Developer, it helps the cameraman to obtain good contrasty negatives with dense blacks and clear whites, sharply defined halftone dots and clean lines. The developer is said to easily dissolve. It is available in one and five gallon size containers and 20 gallon size drums.

..... **ruberlyke plastic foneholder** makes it possible to rest the telephone on the shoulder, thus leaving both hands free during telephone conversations. It has a

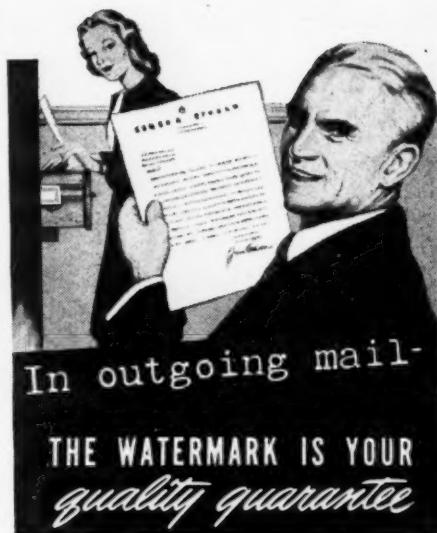


NEW GADGET is like an extra hand.

non-slip feature which keeps the device securely on the shoulder. The Foneholder is a product of the Reyam Plastic Products Co. and is already finding wide acceptance with railroad, theater, and other ticket agents, as well as by executives and others who wish to occupy their hands at other tasks while telephoning.

..... **new explainette**, called model "100", is now in production at the plant of the Operadio Manufacturing Co. This sound-slide film unit is designed to meet the increasing demand for audio-visual aids in sales training, point-of-sale selling, employe training and visual education. Many outstanding features have been incorporated in the new Explainette, making it more compact, portable, efficient and functional in operation.

..... **dewatex**, a war-developed chemical compound, is now available as a household water-proofing substance. Manufactured by the S and S Chemical Co., it is designed to provide adequate protection from deterioration from moisture and dampness on wood, brick, concrete, metals, masonry, and stucco. It also may be used on painted surfaces. A coat of the material, it is claimed, will double and in some cases treble the life of a paint job when applied over the surface. Dewatex, according to



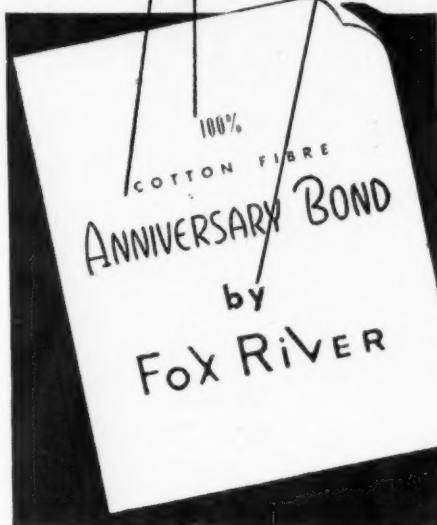
In outgoing mail—  
**THE WATERMARK IS YOUR**  
*quality guarantee*

**BE SURE  
IT SAYS  
3 THINGS**

1 Does It Contain Cotton Fibre?

2 How Much Cotton Fibre?  
25%-50%-75%-100%

3 Who Made It?



● Hold one of your blank sheets of letter-head paper to the light. Now compare the information it reveals with that shown on the Fox River sheet as illustrated above.

● It's important that the watermark reveals these three qualities because the finest papers are made from cotton fibres . . . the more cotton fibres the finer the paper. Finally, it should reveal who makes it — like Fox River — makers of fine cotton fibre papers since 1883.

● Ask your printer, lithographer or engraver about Fox River papers. He'll be glad to recommend the paper with the correct cotton fibre content for each business need.

**BOND, LEDGER AND ONION SKIN PAPERS**



**FOX RIVER PAPER CORPORATION**  
418 I. S. Appleton Street • Appleton, Wisconsin





*"This developed shortly after I discovered the kitchen counsel recipes in the Buffalo Evening News."\**

\* If the way to a man's heart is through his stomach you might say The Buffalo Evening News is playing cupid. Yet we offer the ladies a lot more than tasty recipes. Our women's section is jam-packed with all kinds of timely service features. But while the Mrs. is enjoying her favorites, the rest of the family is far from idle. Sis is reading Everybody's Column, Junior is begging for the funnies, and Pa is clamoring for the complete story of a dozen national and local events. Yes, the News is mighty popular with 270,000 Western New York families. And it's popular with advertisers who want their business. They place more advertising linage in the News than in any other New York State daily. It's the big paper in a big market!

the manufacturer, will prevent the crumbling of mortar and makes re-pointing unnecessary in brick or stone walls. The material will not affect the appearance of a surface, but will rather tend to increase the values of the original colors. It is recommended for shingle roofs also. It is said that a gallon will cover from two to three hundred square feet of surface, depending on the porosity of the surface. In addition, Dewatex water-proofs leather. Its formula is especially designed to give the maximum of water-proofing without clogging the pores of the material to which it is applied. Leathers which have become hardened and stiff through immersion in water are said to be revitalized by the application of Dewatex.

.....**200-watt bolite bulb** which can convert any floor or table lamp to an indirect fixture has been developed by the Lighting Division of Sylvania Electric Products, Inc. As the new bulb provides its own diffusion, the need for bulky and heavy diffusing bowls is elimi-



**INDIRECT BOLITE BULB** eliminates need for reflector bowl. The new bulb is made by Sylvania Electric Products Inc.

nated. It screws into the socket with the bowl-like surface facing upward and utilizes two distinct types of diffusing processes. The top, or flat end, of the bulb is frosted to furnish upward diffusion without too much loss of light, while the lower portion has an opalescent coating to provide greater diffusion of the light falling onto reading or work surfaces. The bulb will be sold with the special wire lampshade supports which can be used to adapt existing lamps.

**SALES MANAGEMENT**

# **A SUPERLATIVE FARM PAPER SERVICE**

## **LARGEST**

The Weekly Kansas City Star has the largest circulation of all farm weeklies—more than 415,000 paid-in-advance subscribers—no circulation in arrears.

## **GREATEST**

The Weekly Kansas City Star provides its readers with the greatest number of agricultural services of all midwestern farm papers; covers comprehensively every phase of grain growing, livestock production, dairying and poultry-raising.

## **FASTEST**

Thanks to a battery of high-speed newspaper presses (fastest in the farm paper field) the entire run of The Weekly Kansas City Star (415,000 copies) requires only two hours and a quarter. No other farm publication gets important farm information to its readers so quickly.

## **CHEAPEST**

The Weekly Kansas City Star has the lowest advertising milline rate of all farm publications—less than one-third the average rate of other American agricultural publications.

# **The Weekly Kansas City Star.**

**LARGEST FARM WEEKLY CIRCULATION IN AMERICA**

**415,644 Paid-in-Advance Subscribers**



## "BETTER THAN AVERAGE"

### High Sales Potential

108,500 prosperous readers with equal affluence in city, suburbs and on farms . . . that's *Pantagraph Land* . . . a rich market in and surrounding wealthy McLean County . . . one of the 620 counties containing 80% of your sales potential . . . \$43,586,000 retail sales\* . . . 40,793,000 gross farm dollars\* . . . \$3,887 per family net effective buying power\* (\$274 higher than the U.S. average) . . . \$1,180 net per person\* (\$154 higher than U.S. average.)

*The Daily Pantagraph* alone reaches this exceptionally well-to-do-market . . . 93% in the Bloomington city zone . . . 86% in McLean County . . . 73% in the opulent trading zone . . . *saturation coverage* in a much better-than-average market!

\* Copr. 1946, Sales Management Survey of Buying Power; further reproduction not licensed.

FOR 100 YEARS



# Shop Talk

**Return to Bagdad:** With the same burst of speed and look of anticipated pleasure I used to see on Old Mare Pick's face when she hove within sight of the barn, I clopped back to my desk last week to find: A welcome-home roundelay poem from my associates . . . a resignation from my secretary who's trying artificial orange blossoms for size . . . a Christmas bonus from the Income Tax Bureau on an over-paid 1944 tax . . . a low-pitched Diesel-like rumbling in the Research Department where the 1947 *Survey* is getting its underpinnings . . . and a memorandum from the Circulation Department noting modestly that SALES MANAGEMENT's renewal percentage (81.14%) is at an all time high, not only for SM, but for the whole sales-advertising publishing field.

A light blizzard was blowing in the Readers' Service Department, which turned out to be made up of hundreds of letters asking for reprints of Arthur Hurd's fine series of articles on scientific media selection. There was a new tack in field editors' map (St. Louis). The girls were returning from their lunch hours laden with gift-wrapped loot from Fifth Avenue. And stacked heavily on one corner of my desk were 30 pounds of notes, exhibits, promotion materials, and research questionnaires which I had mailed in from every city I visited on the West Coast trip—enough potential material to fill SM for months to come.

**Your "Persistence Factor":** That renewal percentage I mentioned is like a stiff sales quota. It's pleasing to have achieved it, but from now on, it's a mark to be met or surpassed. It might be a revealing thing for you to do: to compute, if you haven't already done so, accurate figures on your customer-turnover for a period of time long enough to take in four or five pre-war years. Companies selling either goods or services seldom make money on one-time sales. But the buyer who repeats year after year—the steady customer—he's the one who produces the profits. Ask the life insurance people—or the folks who make razor blades.

**How to Be a Spellbinder:** *The Reader's Digest* operates an almost-unpublicized activity called a "Program Service" which supplies free material for suggested programs for 10,000 or more discussion groups through the country. Lately it has published a Special Subject Guide (#22) called "A Speaker's Note Book" which you might like to obtain. (All recent checks among our subscribers show they want and need help on improving their public speaking ability.) The pamphlet, in its own words, has some "stories, some advice and notes for seven sample speeches, illustrating some of the stratagems that good speakers use." . . . "Every community needs spokesmen and leaders. Anyone who has served on juries, attended public hearings or election rallies has seen people swayed by slick professional speakers just because ordinary citizens didn't have the courage to stand up and utter the common sense that was in them. You are a social atom in your community. Unknown powers locked in you are waiting for release. Give free electrons scope and you can start a chain reaction." If you want the booklet, please write to *The Reader's Digest* at Pleasantville, New York—not to SM.

**"A Sales Meeting Is Only a Group Sale":** So said Ed Hagerty of Westinghouse in the popular talk he made before the San Francisco regional sales management conference. Ed gave his audience nine rules for running a successful meeting. Here they are:

1. Get your back to the wall. (Choose the setting for your meeting so that there are no distractions.)
2. Interest your audience. (Put things into story form rather than straight exposition—use familiar names.)



3. Keep them awake with variety.
4. Don't fumble.
5. Use your charts skillfully—and practice beforehand.
6. Deal them a hand. (Get audience participation.)
7. Don't compete with anything. (Get other people off the platform.)
8. Don't be too funny.
9. End in high.

**The Little Sheep:** A bond salesman made a comment to me a few days ago which emphasizes the need for almost continuous consideration by sales executives of the psychological problems involved in selling . . . the "climate" in which the sale is being attempted. Certain types of bonds are, at the moment, "off" in price—priced below what they might be conservatively considered to be worth. Said the bond man, "It seems strange to me that the *big* buyers in the market—buyers like banks and trust companies and institutions which deal in big-money investments—never seem to get smart and buy when the market is sagging. Instead, they wait and buy when everyone else is buying, when they pay a price which will give them a smaller return on their investment. It seems to be purely psychological, because most of these prospects have the money to invest (just as they have now). However, just before the end of the year banks cut off investment buying because they want to show a strong liquid position when the books close. This produces a drop in prices. Other investors find caution (even a caution which is technical rather than real) contagious, and hold off buying also. I wonder if the right *kind* of salesmanship can't overcome this?—salesmanship which is directed toward breaking down the 'sheep complex'?"

Some time in 1947, say the economists, we're due for a "recession of adjustment." In lines where the productive capacity of labor has fallen too low, where companies have priced themselves out of too many markets, and where unbranded merchandise is seeking to compete with old established names, there will be trouble. But that trouble may be deepened and widened far beyond a reasonable limit if companies not so situated succumb to fright and begin retrenchment. "We have nothing to fear but fear itself." Salesmen everywhere do need to sell that idea—in their own behalf, and in behalf of all business.

**Text for Today:** A framed quotation, unidentified as to author, on the wall of one of the executive offices I visited in October in my western ramblings: "We must use initiative and imagination to the utmost, rather than find reasons why something cannot be done."

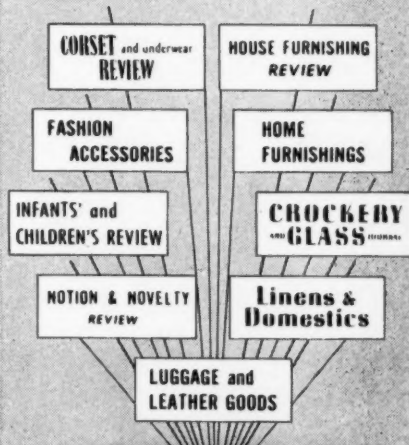
**What Presidents Think About:** If you've been following the "Forefront Opinion" section in *SALES MANAGEMENT*, you've noted that the subject predominantly on the minds of company presidents and general managers is labor relations. At least one well known organization is proposing to do something about it, and you'll shortly see evidence of their activity. Under the aegis of the Advertising Clubs of the West, and under the direction of George Weber of MacWilkins, Cole & Weber of Seattle (ex-president of the ACW), there has been organized an "Advancement of Business Committee" (probably a misnomer) which is directing the talents and the selling ability of member clubs in the organization to the business of resolving misunderstandings between management and labor. The committee has quietly been recruiting able men for its various chairmanships, has wisely called upon labor to assume its share of responsibility in the undertaking, and has blocked its strategy so that the story will be presented to groups throughout the West as a *joint* endeavor between management and workers. The object: To demonstrate that the long-range interests of both parties are almost identical, that continued conflict can only prejudice free enterprise here and abroad. SM will bring you reports of its progress.

**A. R. HAHN**  
Managing Editor.

## the laboratory that isolates vital market facts



The Haire Research Department...expertly staffed laboratory of merchandising is constantly on the search for facts . . . through scientific surveys, market studies and trend research. Advertising agencies, manufacturers look to this fact finding service as a source of specialized market information not obtainable anywhere else. It's another reason why each Haire publication is the competent spokesman . . . the first advertising medium in its specific field.



**HAIRE**  
**MERCHANDISING PAPERS**

**HAIRE PUBLISHING COMPANY**  
1170 Broadway, New York 1, N. Y.

New York • Boston • Pittsburgh • Chicago  
Detroit • St. Louis • Los Angeles • Atlanta • London

**ALBANY**  
**ATHENS**  
**ATLANTA**  
**BALTIMORE**  
**BOSTON**  
**BRIDGEPORT**  
**BUFFALO**  
**CHARLOTTE**  
**CHICAGO**  
**CLEVELAND**

**DALLAS**

**DENVER**

**DETROIT**

**EDUCATION**

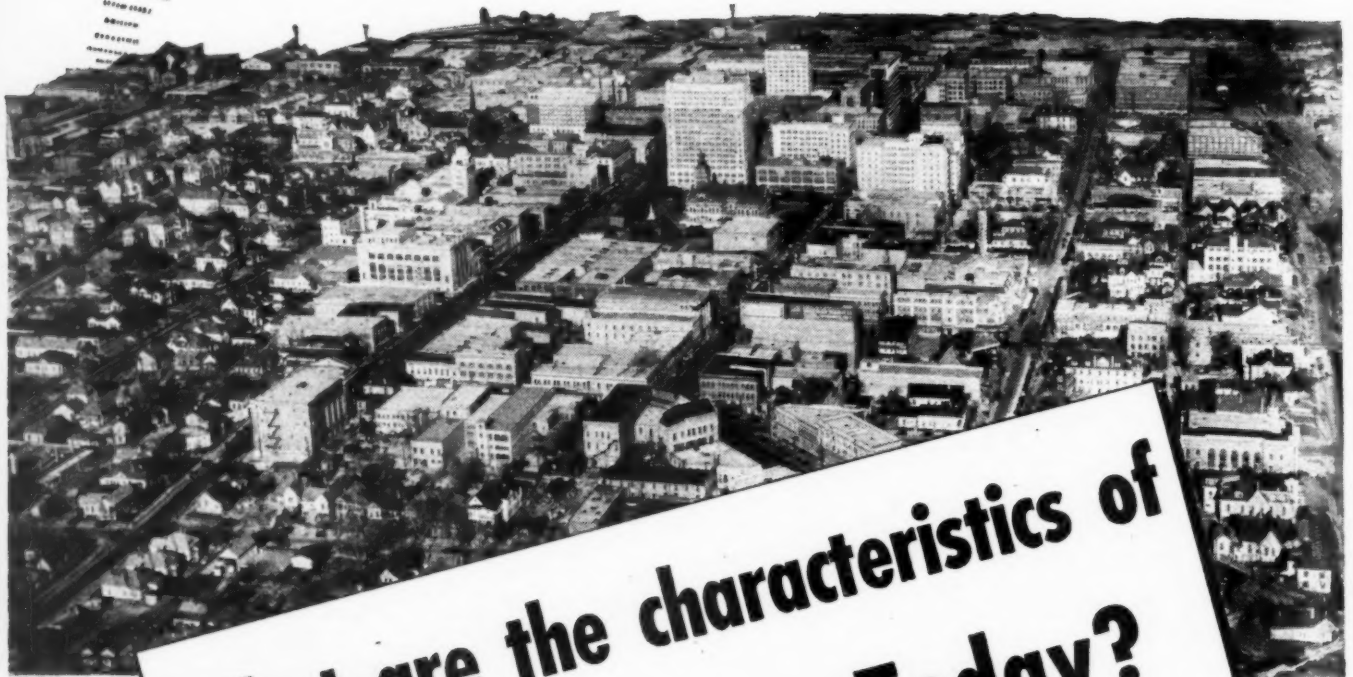
**GENERAL MANAGER**

**MANUFACTURING**

**SALES**

**TRAINING**

**WORKING**



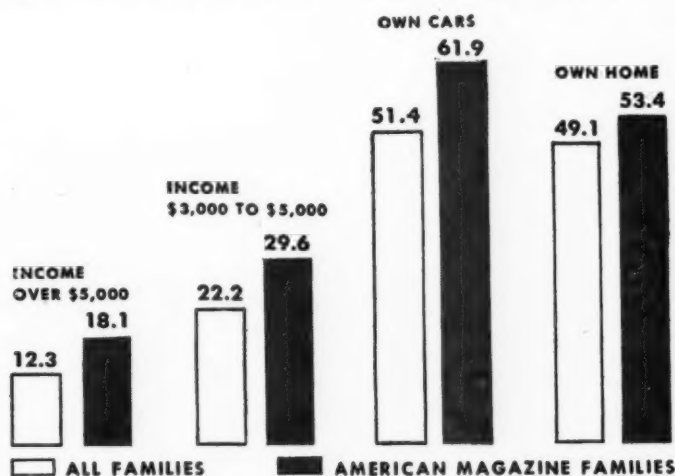
**What are the characteristics of  
Urban Families Today?**

# The American Magazine Gauges the Postwar Urban Market

In the first postwar survey of its kind, The American Magazine gives you a cross-section picture of urban life in America today. The report provides a detailed comparison of the character and composition of all urban families with The American Magazine's reader families. It covers such items as:

**Income . . . Possessions . . . Occupation . . . Education . . .  
Type and Size of Dwelling . . . Housing Plans**

And it presents these vital new market facts and figures in a graphic, ready-reference fashion. For example:



The interesting new method of sampling called "Block Sampling," undertaken shortly after war's end by The Psychological Corporation, has secured a more accurate sample of the urban market by including all eco-

nomic groups in their true representation.

At your request, we'll see to it that your copy of this Qualitative Survey reaches you. It will add still further substance to the statement that . . .



**. . . no other magazine offers  
advertisers so great a value  
in multimillion circulation among  
both men and women, page  
for page, dollar for dollar!**



# Dress Buyers Take What They Get —And Really Like It

BY LARRY FITZMAURICE

Customers for Annie Laurie frocks simply apply for merchandise. They make out no detailed orders. The company ships quotas every two weeks, made up of styles country-wide checks show to be most wanted by consumers.



**FORECAST:** Informal, fashion-wise portfolios mailed once a month were used to promote Annie Laurie's "Special Delivery" dresses. They summarized current style trends, provided color swatches, offered sketches of new models. (Below, right) This is "Annie Laurie," the limp rag doll symbol of the company.

## the silhouette

Without a doubt, the silhouette does things this season. First it goes wide in the shoulders with a rounded look. Next it scoops in the waist to a doll-like size, with rib-tight smoothness or with wrap-ped effects. Then, more often than not, it flares into a full perlim. Skirts, for the most part, are slim and straight. Yes, it's obviously a wonderful silhouette and you'll want to



A wartime merchandising expediency—perfected and introduced with more trepidation than the sponsors like to admit today—has proved so workable, efficient, popular and profitable that Annie Laurie Originals of Minneapolis, dress manufacturers in the \$17.95 to \$29.95 field, have established it permanently as a keystone

in their year-around sales program.

When Office of Defense Transportation curbed selling travel and practically outlawed conventions two years ago, the order caught Sales Manager George Blumberg as flat-footed as it did nearly every other sales manager in the country. For decades "Market Week" in the vari-

ous trade centers throughout the Nation, held quarterly and semi-annually, had been the backbone of the garment industry's merchandising and selling program. Then, early in 1945 ODT put a damper on all this.

Annie Laurie's selling and merchandising departments put their heads together and came up with a plan to introduce "Special Delivery" to its retail customers and incorporated into it a scheme to get brand recognition and dealer support for its dresses at the same time.

First, the company had prepared a tricky little brochure, explaining its problem and telling the customer what it intended to do about it. This is what the brochure said: "A plan has been devised to benefit you in the selling of Annie Laurie dresses. The objective is to give you maximum of satisfaction, the kind of merchandise you want, when you want it. It is not practical to release regular lines at this time. Instead of ordering from samples, send us only your application for merchandise."

Attached the the application was a questionnaire, the answers to which, in part, helped to set styles on women's dresses from month-to-month. The questionnaire determined the choice of women in 32 states east of the Rocky Mountains in matters of fabric, color, necklines, sleeves and styling of jackets, skirts and trimmings.



SALES MANAGEMENT

When 550 retail dealers, who are closest to the demand for style trends in women, returned the questionnaires Annie Laurie designers had their jobs mapped out for them. An example in the matter of preference for jackets was this: Dealers expressed their customers' preference for eton, cape, short, tunic, battle, jerkin, bolero, peplum, bell hop, cut-away, and cardigan. In skirts they checked off tier, bustle, pleats, pencil, dirndl, six gore, polonaise, eight gore, side drape, front drape, back fullness, wrap around.

Because material was short and is still short, the company established a quota system on a quarterly basis. As soon as applications were received, a quota was established and retailers were guaranteed "special delivery" of their quota every two weeks.

Mailing of the brochure was followed by a letter from Mr. Blumberg, in which he wrote: "The shortage of piece goods, curtailment of travel and other factors have made it necessary to devise a new operation. In order to improve the existing situation we have planned a program of timely distribution, which not only guarantees the filling of your orders, but assures the shipment of up-to-the-minute in style merchandise."

The company's designers kept abreast of style trends by producing eight new exclusive Annie Laurie fashions a month and the customers, without knowing what they were getting in advance, get a selection of these in the "special delivery" every two weeks.

### Advertising Support

The direct mail campaign was supported and supplemented by a national advertising program in such fashion journals as *Vogue*, *Mademoiselle*, *Charm*, *Junior Bazaar*, *Women's Wear Daily*, and *Gold Book*.

Simultaneously, the company began to produce and publish *Fashion Focus*, clever portfolios, designed to promote the brand name and to keep retailers conscious of Annie Laurie Originals. Complete-with-copy dealer mats and radio continuity which presented important fashion points to the dealers' customers were included in *Fashion Focus*.

It was natural that the retail buyers would be skeptical of the whole merchandising plan; it was such a broad departure from standard merchandising concepts which many of them had been used to for years. But after a month, Mr. Blumberg says, they were as enthusiastic about it as their creators.

On certain days of every month the dealers knew they could expect a fresh receipt of fresh merchandise

## radio continuity

annie Laurie originals Wyman Mdse. Mart. Minneapolis, Minn.

PROBABLY NOTHING IS MORE CHANGEABLE THAN FASHION... EXCEPT THE WEATHER, OF COURSE. BUT BECAUSE FASHION IS SO CHANGEABLE (STORE NAME) WANTS TO TELL YOU ABOUT ONE OF THE FOREMOST NAMES IN DRESSES FOR MISSES AND JUNIORS. THAT NAME IS ANNIE LAURIE ORIGINALS. EACH MONTH ANNIE LAURIE PRESENTS A COLLECTION OF BRAND NEW

**PROMOTION GRAB-BAG:** Reproductions of national advertising, mats for dealer use, and brief, sprightly radio continuities are included in monthly mailings for dealers—all to encourage local promotion of the Annie Laurie line.

and they liked the element of surprise in what they might get. They also liked the idea that the plan eliminated order-making and the attendant detail of buying. They knew and know they are getting the best and most up-to-date garments the company can produce.

How does it work out for the company? Mr. Blumberg says it eliminates the necessity of showing lines four to six months in advance of possible delivery, it makes unnecessary the practice of sending substitutes, which irritate the dealer and it promotes a satisfied dealer-manufacturer

(Advertisement)



Courtesy, "Tide"

**"He knows the Women's Groups are the fastest-growing in the business—but does he know it's Macfadden Women's Group that's back in 1st place again?"**

*News, Advertising, Readership Devoted  
to Building a Better Civilization*



## **THE WORLD'S ADVERTISING MEDIUM**

From all quarters of the globe, spontaneous letters come from gratified advertisers in **THE CHRISTIAN SCIENCE MONITOR**.

The following significant statement is typical:

*"Our records show that space in the Monitor has consistently brought us not only more inquiries at lower cost than any other publication on our list, but has also brought us more actual accounts."*

Such plain talk is convincing proof of the extraordinary pulling power of this great international daily newspaper. The loyalty of **MONITOR** readers in many parts of the world has been demonstrated as excep-

tional. They have learned through experience that they can rely upon what they read in the **MONITOR**, whether it be in the news columns or in the advertisements. Added to this is the fact that **MONITOR** readers have far better than average ability to buy.

There is one best way to reach this important consumer group with *full effectiveness* and that is through regular advertising in **THE CHRISTIAN SCIENCE MONITOR**. You may obtain complete information about the **MONITOR MARKET** at our nearest branch office.—**THE CHRISTIAN SCIENCE MONITOR**, One, Norway Street, Boston 15, Massachusetts.

### *Branch Offices*

NEW YORK: 500 Fifth Avenue  
CHICAGO: 333 N. Michigan Avenue  
DETROIT: 3-101 General Motors Building  
MIAMI: 1239 Ingraham Building  
KANSAS CITY: 1002 Walnut Street  
SAN FRANCISCO: 625 Market Street  
LOS ANGELES: 650 S. Grand Avenue  
SEATTLE: 824 Skinner Building  
PARIS: 56 Faubourg Saint Honore  
LONDON, W. 1: 21-23 Shaftesbury Avenue  
GENEVA: 28 Rue du Cendrier  
SYDNEY: 46 Pitt Street

**The CHRISTIAN  
SCIENCE  
MONITOR**

*An International Daily Newspaper*

relationship the company never dreamed was possible.

The success of the plan has lightened the job the company's sales force, scattered from the Twin Cities to Dallas, Tex., and from Charlotte, N. C., to Hartford, Conn. Their main job, now, is to make good-will calls on the trade. They have little or no selling to do.

The plan has stabilized the company's year around business and since it has been in operation it has increased sales by 30%. It has sharpened the designing department's approach to fashion and made for greater profits for the company, Mr. Blumberg states.

## **Carnation Sets Up Scholarship Fund**

**Memorial awards to be  
made to sons & daughters  
of company employees**

Expanding an already extensive employee relations program, Carnation Co., Milwaukee, has established the Eldridge A. Stuart Scholarship for sons and daughters of company employees.

Several months ago members of the Carnation company board of directors expressed a desire to do something to perpetuate the memory and ideals of the late Mr. Stuart, founder and first president of the company. Knowing his desire that the benefits of higher education be made available to all deserving students regardless of financial status, they decided on the scholarship idea.

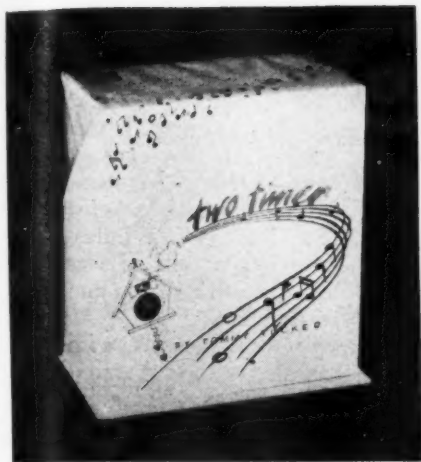
A trust fund of 300,000 was set aside and a plan devised whereby scholarships of \$500 each would be awarded to sons and daughters of Carnation employees on a basis of financial need, moral character, scholarship ability, and seriousness of purpose.

A Scholarship Committee of outstanding educators and industrialists was appointed to be impartial judges of the winners. All employee children who have completed a high school education, or equivalent, are eligible to make application. The only requirement is that the parent be employed by the company at least three years and earn less than \$6,000 a year.

For the year 1946-47 five winners have been announced. It is the company's plan to increase the number of scholarships awarded each year until between 30 or 40 are selected.

**SALES MANAGEMENT**





## Designing to Sell

(Captions read clockwise)

**NEW PERFUME DUO:** Called "Two-Timer", it features two scents, "Swing" and "Sweet". A creation of bandleader Tommy Tucker, the set is designed to meet a lady's day and evening perfume requirements.

**JEEP STATION WAGON:** Willys-Overland Motors, Inc. introduces the successor of the military Jeep and the civilian Jeep. The body is entirely of steel, a new departure in station wagon construction. The seats are removable so the car may be used either for passenger or truck use.

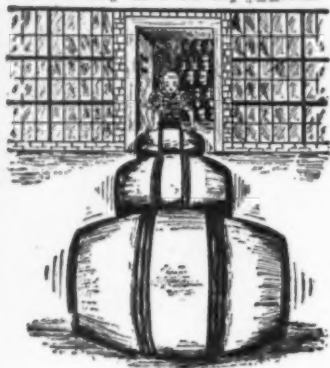
**HANDYHOT DE LUXE FOLDING IRON:** Model 1203-H is both a practical traveling companion and a sturdy convenient appliance for light ironing at home. It weighs only two pounds and folds compactly into its attractive fabric carrying case. Made by the Chicago Electric Mfg. Co.

**NOVEL SALES PACKAGE:** Chromedge trims, manufactured by the B & T Metals Co., are appearing in a new packaging treatment which is believed to establish an entirely new set of standards for stock length, price quantity brackets, quantities per package, type of shipping carton.

**AIR KING RADIO-PHONOGRAPH:** A product of Air King Products Co., Inc., it is styled with simple dignity to fit naturally into any decorative scheme. Named the "Crown Princess," the instrument is equipped with 6-tube superheterodyne for standard broadcast, permanent needle.



## Roll OUT THE BARREL



They're rolling out the barrel again in South Akron. Shiny, stainless steel kegs are literally flowing out of Firestone Steel Products Co. into the four corners of the country.

It may seem a bit strange to you that a city, known the world over for its tires, also is a top producer of beer barrels, but believe it or not, it's a fact.

It's not a new business but one started in 1932 by Firestone which shifted to building oxygen cylinders during the war.

Now that the war era is over, the metal barrel is back in production. Another reason that distinguishes Akron as a busy, industrial Market.



**JOHN S. KNIGHT, Publisher**

Represented by:

**STORY, BROOKS & FINLEY**

New York • Philadelphia • Chicago  
Cleveland • Los Angeles • Atlanta

# How Robert Gair Blazed a Trail for Modern Packaging

With the trend toward self-service retailing becoming more marked the importance of effective packaging looms even greater. The packaging industry, to a great extent, is already meeting the challenge and we can expect to observe still more startling innovations in packaging materials, new ideas in closures and to see the package function more compellingly as a sales tool.

Because this relatively modern art of packaging is slated to exert still further influence over our buying habits and preferences a thumbnail review of its development may be timely. The growth of what is now a basic industry may be effectively illustrated in the history of Robert Gair Co., Inc. It was the late Captain Robert Gair who, by devising a machine method for low cost quantity production of folding paperboard boxes, gave impetus to the revolution in merchandising and distribution of goods of all kinds which has come about since the 1870's.

The Gair business, which today operates over 30 plants and pulp mills, was born when Captain Gair, in the year 1864, set up as a paper jobber on Reade Street in New York City. At first the young Scot dealt only in paper but it was not long before this pioneer was producing hoop skirt boxes and oyster fry containers. A little later he sold neighboring seed merchants and sundries dealers the idea of letting him make printed paper containers for their wares.

It was this constant and diligent search for new applications for paper bag and paperboard containers which sped the trend toward packaged merchandise and which set the pace for the rapid expansion of the Gair business. These early trail blazing efforts of the Gair organization are deserving of a great amount of the credit for getting our food stuffs out of fusty bulk containers and into sanitary packages. For instance, when the Gair Co. developed the first Uneeda Biscuit package for the National Biscuit Company it had a big hand in taking crackers out of the oldtime cracker barrel and putting them into inviting sanitary packages.

Captain Gair, himself, also contributed to development of corrugated shipping cartons which years ago replaced cumbersome wooden cases.

The Gair Company still follows the pioneering tradition established

by its founder. For example, it was the Gair organization, working in cooperation with Mellon Institute, which solved a major packaging problem for the frozen food industry. This was when a method was devised to make cellophane and paraffin surfaces adhere.

The company works closely with many of the country's leading manufacturers and distributors. The great Atlantic & Pacific Tea Co., for instance, originally used a tea package of all-over Chinese design—one which made the label indistinct. Gair planned a package of basic design and instituted different colors to easily identify the various A & P teas.

The firm is frequently called upon to create not only packages and cartons, but also allied items. In the case of the Drake Cake Co. Gair besides designing the cake boxes also designed the advertising posters for the Drake trucks.

To assure customers of the desired quality and uniformity in their packages and cartons Gair maintains expertly manned control laboratories in all its plants. In addition the company's engineers are continually engaged in exhaustive research on packaging material and in developing new packaging processes. It is the duty of other technical personnel to maintain close association with packaging manufacturers and to keep posted on developments in packaging equipment.

A special creative division is maintained at the company headquarters in New York City. The structure department of this division creates package models and the art department devotes itself exclusively to package designs. This service division has been dedicated to the solution of customer problems.

Of further service to Gair customers is the company's modern display rooms. They are proving to be of increasing value to clients, who in view of the self-service trend in retailing, are more anxious than ever to "shelf-test" package style and design. Each display fixture simulates store shelving or store areas. Customers thus can quickly make comparisons with competitive designs under actual shelf or display conditions. Other features of the display rooms are the concealed cabinets in which may be kept materials useful in making demonstrations of construction design in progressive stages.

**SALES MANAGEMENT**

# CAMPAIGNS AND MARKETING



**STARS IN MINIATURE:** Puppets, images of the stars of the Auto-Lite Dick Haymes Radio show, enact a digest version of the program during the showing of the new convention exhibit of The Electric Auto-Lite Company, Toledo, Ohio.

## Richelieu Aids Grocer

In a recent speech, James H. Black, division president of Sprague Warner, Chicago, a division of the Consolidated Grocers Corp., called attention to the newly expanded advertising and promotional campaign in behalf of Richelieu brand foods. "Reach for Richelieu—and you reach for the finest," is the message that millions of women are receiving through a stepped-up newspaper and radio campaign.

Instituted in behalf of the independent grocers serving Richelieu, this program is spearheaded by the 15-minute Barry Wood show, aired daily Monday through Friday at 5:15 P.M. over Chicago's CBS station WBBM.

Complementing this radio promotion, Richelieu presents a series of seven full-page, full color advertisements scheduled to appear during the next nine months in the Graphic Section of *The Chicago Tribune*. Aimed at an audience of over 6,000,000 of the most representative customers, the campaign spotlights the entire Richelieu line, including the brand's fruit juices, coffee, and canned fruits, vegetables, and baby foods. Each daily radio program and every newspaper advertisement calls attention to "your friendly neighbor—the independent grocer."

Both the Barry Wood show and the page advertisements feature the "Reach for Richelieu" theme and

also remind women of Richelieu's reputation for "quality foods since 1862."

## Repeal Commemoration

The liquor industry is commemorating the 13th anniversary of the repeal of the 18th amendment this month. Sponsored by Licensed Beverage Industries, Inc., the nation-wide, industry-wide public relations organization for the alcoholic beverage industry, the advertisement celebrating the event is appearing in nine national magazines with a combined readership of more than 60,000,000 people, and will appear also in the liquor business press.

The national magazines carrying

the industry's message to the public are *Life*, *Collier's*, *Time*, *Newsweek*, *American Legion Magazine*, *Cosmopolitan*, *Liberty*, *Redbook* and *The United States News*.

The advertisement is directly tied up with the anniversary in theme and content. The copy constitutes a report to the Nation on the alcoholic beverage industry's stewardship of its responsibility to produce and distribute wine and spirits to the American people under legal control.

The advertisement recalls the industry's contribution to the Nation's economy in the 13 years since Repeal. It points out the contribution of the newly-established industry in speeding recovery in the dark days of 1933 and 1934 by giving direct and indirect employment to millions and providing new markets for products of our farms and factories.

## Outdoor Ads Sell Jewelry

An intensive campaign has been started by the General Outdoor Advertising Co., Inc., to encourage year-round use of outdoor advertising by local firms in the jewelry field.

Poster designs and illustrated sales presentations have been worked out in cooperation with leading national figures in the industry to gear copy to daily needs of retailers in this field.

The program is built around a series of 12 attractive posters which are being made available to jewelry accounts, with imprints, to build a continuing interest in jewelry by featuring the birthstone of the month every month of the year.

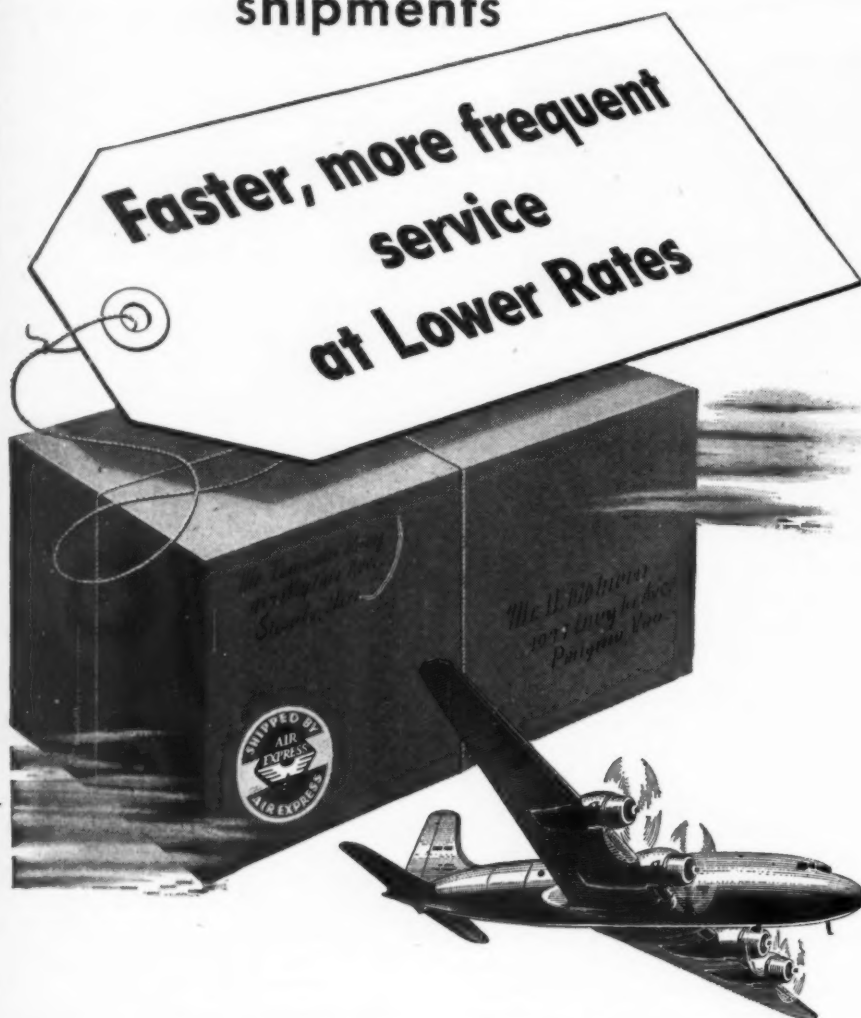
For merchandising this campaign, General Outdoor has printed inexpensive booklets tied in with the poster copy for each month, telling the story of the month's gem. These booklets are printed in two colors and may be made available to customers of the jeweler.



**NEIGHBORLY GREETINGS FROM NARRAGANSETT BREWING CO.:** New England's largest brewery features the ever-popular "good old days" theme in its special holiday season display and advertising promotion for extensive distribution in the North East.



# Now, on all your Air Express shipments



**Big, Fast Planes** now in Airline service — and more planes of every type — mean quicker delivery for your Air Express shipments — with plenty of space for all you want to send. More "same-day" deliveries to serve you better.

**Cost Way Down, too!** Economies in large planes, large volume, are passed to you in drastically reduced rates. Included, of course, is special pick-up and delivery in all major U. S. towns and cities. Fast air-rail schedules to and from 23,000 off-airline communities.

**Direct Foreign Service** between the United States and scores of countries. The world's best service, in the world's best planes!

**Write Today** for the Time and Rate Schedule on Air Express. It contains illuminating facts to help you solve many a shipping problem. Air Express Division, Railway Express Agency, 230 Park Avenue, New York 17, N. Y. Or ask for it at any Airline or Railway Express office.

RATES CUT 22% SINCE 1943 (U. S. A.)						
AIR MILES	2 lbs.	5 lbs.	25 lbs.	40 lbs.	Over 40 lbs.	Cents per lb.
149	\$1.00	\$1.00	\$1.00	\$1.23	3.07c	
349	1.02	1.16	2.30	3.68	9.21c	
549	1.07	1.42	3.84	6.14	15.35c	
1049	1.17	1.98	7.68	12.28	30.70c	
2349	1.45	2.53	17.65	28.24	70.61c	
Over 2350	1.47	3.68	18.42	29.47	73.68c	
INTERNATIONAL RATES ALSO REDUCED						

# AIR EXPRESS



GETS THERE FIRST

Phone AIR EXPRESS DIVISION, RAILWAY EXPRESS AGENCY  
Representing the AIRLINES of the United States

The presentation points out that, while the jewelry business seems to have had a phenomenal volume increase during the past few years, much of the volume was registered at department stores, gift shops and specialty stores. It also adds that as automobiles, refrigerators, radios and other merchandise become available, jewelers will have to fight harder to retain a large share of luxury spending volume, and to do this advertising is the most effective weapon.

After an extensive survey of the jewelry field, General Outdoor Advertising formulated its campaign to accomplish two purposes which should be most effective in the promotion of the retail jewelry business.

1. Create store traffic through dramatizing the historical and romantic appeal of precious birthstones with an interesting booklet, "The Story Behind The Gem," telling the complete story as a merchandising feature.

2. Build confidence in the advertiser and his professional ability. The copy concerning the romantic background of each birthstone intrigues the observer and conveys the idea that the advertiser is qualified as an expert on the value, origin and history of gems.

## —But Not Unseen

Desert Flower, the new perfume introduced by Leigh, is packaged in a transparent lucite case. Two of the three sides of the case are decorated with tall, graceful desert flowers in white which are echoed in gold on the white background side of the case. The intended effect is to present the product via eye-sales appeal and to suggest the light delicacy of the perfume. Desert Flower, which comes in three sizes, is currently being introduced in limited quantities throughout the country.

Shulton, Inc., makers of the Leigh perfumes, are announcing an approximate one-third increase over 1946 in the 1947 Spring advertising budget. There will be substantial increases in each line, particularly Leigh, with the emphasis on four color, double-spread insertions for Desert Flower, to appear in such publications as *Vogue*, *Harper's Bazaar*, *The New Yorker*.

Reproductions of three oil paintings by Salvador Dali, especially painted for the new perfume, and a painting of the bottle by Aubrey Buller are to be featured. Leading department stores will use Cadwalader scarf and Traina-Norell evening dress in perfume tie-ins. New magazines included in the general list will be *Town & Country* and *True*.

SALES MANAGEMENT



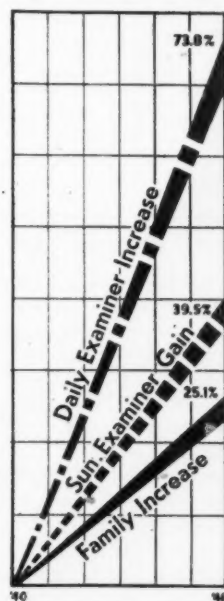
## IN AMERICA'S MOST FABULOUS MARKET

People in Southern California make money in the grand manner and spend it lavishly. Industrial payrolls amounted to \$903,000,000 in 1945 while the per capita income totalled \$1,218 as compared to \$847 for the nation. No wonder Southern California is a golden sales magnet and the fastest growing, most responsive market in America!

## LOS ANGELES *EXAMINER*

Represented Nationally by Hearst Advertising Service

DECEMBER 15, 1946



The Los Angeles Examiner grows faster than its market

# Dear Editor...

## Flour Mix

Editor, SALES MANAGEMENT:

You have your mills mixed. In your Shop Talk on page 71 of your November 10 issue you pay a nice compliment to our agency and my boss, Bill Horsley, with the cheerful steam-roller personality. However, you speak of tasting cookies made in our new Pacific Kitchen with Centennial flour.

In our modern kitchen, we always use the flour that has been the favorite of Northwest home-makers for over 35 years—Enriched Fisher's Blend. It is one of the quality products of the Fisher Flouring Mills Company who are also millers of the instant hot cereal, Zoom; Fisher's Biskit Mix; Fisher's Wheat Germ; Fisher's Cake Flour and other fine foods. We do "try out" other brands in our test kitchen. But—when we bake for our selves or for our friends—it's Fisher's every time!

TREVOR EVANS  
Account Executive  
Pacific National Advertising Agency  
Seattle, Wash.

(In the publishing business where embarrassments are sometimes titanic, this one rates a dubious tarnished star for Mistakes-of-Distinction in the year 1946. The Managing Editor has gone off in a corner for an hour of meditation on the many speeches made to the staff about accuracy. Especially red-faced is that same M-E because Johnny Walker, a scholar, a gentleman, and the sales manager of the Fisher Flouring Mills, was such an engaging luncheon companion the day Bill Horsley entertained in Seattle. To attribute the excellence of the peanut butter cookies to the product of a competitor is a display of—shall we say "un-comic"—ineptitude? Sorry!—THE EDITORS.)

## "Ex" Marks the Error

Editor, SALES MANAGEMENT:

The kidding I have received during the past week or two speaks well for SALES MANAGEMENT's circulation in advertising circles, if not in its accuracy.

Your otherwise excellent report on the HandySpot system refers to me in both headline and text as a "ex-advertising agency man." While it is true that I fathered and financed the HandySpot idea in its early years, and have fondly watched its steady growth to a seven figure enterprise, it has always been under the sole full-time management of my very capable partner, Mr. Kenneth L. Dewing, in whose name the company operates.

I have never been detached from The Mayers Company, a 40-man advertising agency serving many of Los Angeles' leading advertisers. (See Standard Advertising Register.)

Since its founding in 1936, the Dewing Company has retained The Mayers Co. on a fee basis to handle its advertising, which is chiefly dealer relations work. The connection has, of course, been in invaluable source of merchandising information to the agency...

HENRY MAYERS  
The Mayers Co.  
Los Angeles, Calif.

(A spray of poison ivy to the editor involved for his ill-placed "ex," for thus retiring Mr. Mayers from a business in which he is indisputably extremely active. The article on HandySpot, dealing with drug departments in grocery stores, "Los Angeles Food Markets Cash in on 'Vest Pocket' Drug Stores," November 1, 1946.—THE EDITORS.)

## Benzedrine for Audiences

Editor, SALES MANAGEMENT:

I am a regular reader and subscriber of SALES MANAGEMENT and now am particularly interested in selection and training of salesmen.

An article appeared in SALES MANAGEMENT on March 1, 1946, under heading of "What Traits Make A-1 Salesmen" by Flemming and Flemming. I wonder if you have any reprints of this article. My copy has been clipped and I don't know where to locate the article now.

I think the article you had in SALES MANAGEMENT about making a talk was worth the price of a year's subscription.

J. ROBERT HILGERT  
The Pennsylvania State  
College  
State College, Pa.

(Readers' Service Bureau has no reprints of the A-1 Salesmen article, but a note directed to Dr. Edwin Flemming, The Burton Bigelow Organization, 274 Madison Avenue, New York City, will get results: Professor Hilgert's comment about the speech-making discussion presumably is a well deserved bouquet to Dr. James Bender for his "Two Dozen Ways to Put an Audience to Sleep," SM November 1, 1946.—THE EDITORS.)

## Readers Are Writers

Editor, SALES MANAGEMENT:

I thought you would like to know about the enthusiastic response I have received as a result of your fine article in the September 15 issue and the picture and write-up in the October 1 issue of SALES

MANAGEMENT. Many of my friends have written or called me inquiring about our program and other have written from all parts of the country asking for further information.

I am enclosing a copy of our first printed announcement which covers all of our program except that executive training phase which will be developed later.

J. M. TRICKETT  
Dean  
Golden Gate College  
San Francisco, Calif.

(The articles outlined Golden Gate's plan for setting up a School of Management to train leaders for business and public administration. If you'd like a copy of the booklet Dean Trickett mentions, he would oblige.—THE EDITORS.)

## Ten-Strike

Editor, SALES MANAGEMENT:

Kindly send me a reprint of "How to Increase Sales Through Better Media Selection," when it comes off the press.

C. C. AUSTIN, JR.  
Director  
Marketing Research Dept.  
National Biscuit Co.  
New York, N. Y.

Editor, SALES MANAGEMENT:

I'm certainly glad you started my subscription with the December 1 issue. I really feel as though Arthur Hurd's "How to Increase Sales Through Better Media Selection" is worth the price of a year's subscription alone. I'm sure you'll have many requests for the series which you are reprinting... I am enclosing my check for \$1... for four copies.

JULIUS JOSEPH, JR.  
Media Director  
Franklin Bruck,  
Advertising  
New York, N. Y.

Editor, SALES MANAGEMENT:

Congratulations on this remarkable (Hurd) series. This stuff is long, long overdue.

FRANK E. FEHLMAN  
Advertising Counsel  
New York, N. Y.

Editor, SALES MANAGEMENT:

We are very much impressed with Mr. Arthur Hurd's treatment of setting and evaluating sales areas. The first article appears in the November 20 issue of SALES MANAGEMENT, and it is our understanding that you will furnish the complete series along with the four-color map, late in December. We will require 25 sets for Headquarters and district sales management use. We are getting our order in early as you suggested, and I hope to receive these as soon as they're off the press.

J. E. BERNO  
Sales Promotion Manager  
General Mills, Inc.  
Home Appliance Dept.  
Minneapolis, Minn.

SALES MANAGEMENT



**Editor, SALES MANAGEMENT:**

Will you please send me a reprint of "How to Increase Sales Through Better Media Selection" as mentioned in your November 20 issue.

R. J. KELLER  
General Sales Manager  
TelAutograph Corp.  
New York, N. Y.

(SM's proposed press run of the Hurd series has now been increased for the third time. For Mr. Hurd: A pair of eagles for one of the outstanding contributions of 1946.—THE EDITORS.)

**Plaudit**

**Editor, SALES MANAGEMENT:**

If we could get more such articles as compiled from your interview with Mr. H. W. Anderson of the General Motors Corporation, I feel certain a much better understanding of labor and management would be arrived at.

Mr. Anderson's views on this subject are commendable, board gauged and stimulate confidence. That is what we need more than anything else.

W. H. WHITE  
Manager  
Tool Steel Sales  
Allegheny Ludlum  
Steel Corp.  
Brackenridge, Pa.

(Reader White refers to the article headed "When Will Labor Work So that Salesmen Can Sell?" Forefront Opinion, November 1 SM.—THE EDITORS.)

**Plus Circulation**

**Editor, SALES MANAGEMENT:**

In your issue of September 15, 1946 you published a piece by Paul T. Babson entitled "What Is a Customer?"

We have used this rather extensively in the organization but would like to use it as a poster in several departments. I do not suppose that you have such posters available, but I would like to have your permission to use the article generally throughout our organization...

H. O. JOHNSON  
Vice-President  
Bound Brook Oil-less  
Bearing Co.  
Bound Brook, N. J.

(Permission has been granted to Mr. Johnson and sundry other subscribers who made similar requests. The piece referred to appeared in Harry Thompson's "Scratch Pad."—THE EDITORS.)

**Editor, SALES MANAGEMENT:**

In SALES MANAGEMENT for October 15 you carry a statement contributed by Dr. James F. Bender covering his conception of an all-around salesman. We would like permission to reproduce this material in our house organ for salesmen.

EDWIN P. LEADER  
Advertising Manager  
Bankers Life Co.  
Des Moines, Iowa

(Yes. See "Shop Talk" in that issue if you missed it.—THE EDITORS.)

DECEMBER 15, 1946

# Now Ready...

## "The Baking Industry and How to Sell It"

Here is a new Bakers Weekly market analysis — the first complete market study of the Baking Industry to be made in 20 years. This new 52-page book tells how the industry is organized, how it buys, how it merchandises its products. Includes ideas on how to sell to bakers.

In projecting 1939 Census figures to the present time, the editors of Bakers Weekly have drawn not only from their intimate knowledge of the industry and all factors affecting it, but have taken advantage of the generous cooperation

offered by several organizations which are recognized as reliable sources in this field.

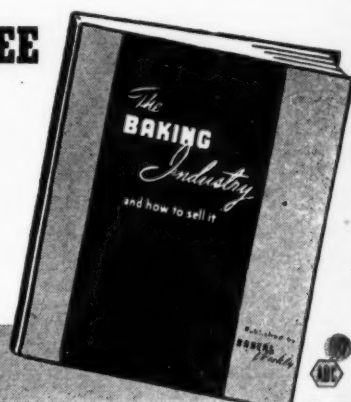
The industry's present dollar volume is well over two billion annually, and the industry is determined to hold this volume in competition with other foods. In order to obtain the most efficient production at the highest standard of quality, bakers welcome assistance from outside manufacturers.

If you have any product or service which you feel might help, "The Baking Industry and How to Sell It" should be a practical guide to your whole approach in working out an efficient sales, distribution, and advertising program.

### The Study Covers:

- 1 Organization of the Baking Industry (wholesale, retail, and house-to-house bakeries) ... how each type operates and distributes.
- 2 Operating details of the major buying groups (special pictorial section shows how ingredients, equipment, and supplies are actually used).
- 3 Charts of bakers' buying practices ... supply house functions.
- 4 Proved methods of selling and advertising to the Baking Industry.

**FREE**



SEND THE COUPON  
FOR YOUR FREE COPY

## BAKERS WEEKLY

45 West 45th Street, New York 19, N. Y.

Please send my FREE copy of "The Baking Industry and How to Sell It."

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Position \_\_\_\_\_  
Street \_\_\_\_\_  
City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_

**D**o you know that the magic word "imported" — long time seal of approval that used to grease the wheels to a sale — is losing its magic? Read the December **House Beautiful**

# Tips



## TIPS YOU MAY HAVE MISSED:

This being the time of year when many editors select the "Ten Best . . .", your SM Tips Editor has chosen several of the most useful Tips of 1946 and listed them here for readers who may have missed them the first time. The date following each publication indicates the issue of SM in which each was first reviewed. If you're interested in any of these "Most Useful Tips of 1946," send your requests (a separate letterhead for each item requested, please) to SALES MANAGEMENT, Readers' Service Bureau, 386 Fourth Ave., New York 16, N. Y. Here they are:

**"Plastics: The Story of an Industry."** (January 1) The Society of the Plastics Industry answers manufacturers' as well as consumers' questions on this mushrooming field.

**"1946-1948 Building: Residential, Commercial, Farm."** (February 15) *American Builder* reveals the results of its survey.

**"Approach to Latin-American Markets."** (March 15) Cost- and time-saving statistics about the 29 markets in this territory, published by Dun & Bradstreet.

**"Wringing Waste . . . and Greater Returns from Your Sales Effort."** (March 15) Fry-Lawson & Co. presents a formula for cutting costs and building profits through a well organized marketing program.

**"Credit Loss Control—A Must for Profit."** (June 1) Some tips on credit insurance from the American Credit Indemnity Co. of New York.

**"A Square Deal on Auto Allowances."** (June 1) A description of the Runzheimer Plan and its use by many of America's industries in maintaining accurate employe auto allowances.

**"Man Power . . . What It Is and How Developed."** (June 15) The Sheldon School of Salesmanship presents its analysis of the four factors which constitute man power.

**"Human Relations and Efficient Production."** (June 15) What's your score on employe relations? The N.A.M. prepares a 25-page booklet with a check-list for scrutinizing your employe policies.

**"Train Your Salesmen Now."** (July 15) A capsule course by Bigelow, Kent, Willard & Co. on what training is, how to build a program, how to check your own program against the elements necessary for complete sales training effort.

**"Help Yourself to Lower Distribution Costs."** (August 15) The advantages of self-service in the retail operation are outlined by E. I. du Pont de Nemours & Co.

**"Labels in the Spotlight."** (September 15) The Grocery Manufacturers of America, Inc., presents the results of its nation-wide "Market Basket Quiz" questionnaire.

**"The Truth about Color Television."** (September 15) Allen B. DuMont Laboratories answers your questions in this booklet being distributed by National Broadcasting Co.

**"The Super Market—Its Growth and Future."** (September 15) M. M. Zimmerman, editor and publisher of *Super Market Merchandising*, discusses the evolution of super markets as a system of distribution.

**"Censuses of Manufacturing Plants."** (November 20) *Mill & Factory* presents its analyses of manufacturing plants in industrial areas—and reveals its improved technique for measuring industrial markets.

## Management Interviews The Customers

If you, as a company, want to know what your customers think of your product or your service, there's no better way of learning than going directly to the customers themselves. Aldens, Inc., recently called in six ladies, customers from four states, to its Chicago home to query the ladies on how the company can best serve its customers.

All expenses, including a program of entertainment, were met by Aldens, who says that this is the first time in the history of the mail order business when such a program has been undertaken. Under the supervision of Miss Dorothy Proesch, training coordinator, the customers formed a round table forum and were publicly interviewed by the officers before an audience of employes.

SALES MANAGEMENT

# WHAT'S THE LIFE OF AN INSURANCE POLICY?

10 years? . . . 20 years? . . . a lifetime? And the paper must be as white . . . the printing as legible as the day it was issued. Ask your printer how you can be sure of this kind of permanency for every type of document. Paper is his business—he knows it intimately. As an expert he will almost certainly call your attention to



**Rising  
Parchment**

- ✓ 100% rag
- ✓ Super Opaque
- ✓ 4 weights
- ✓ Distinctive unglazed parchment finish

When you want to **KNOW** . . . go to an expert!

# Rising Papers

Ask your printer . . . he **KNOWS** paper!

Rising Paper Company, Housatonic, Mass.

*What*  
**SELECTED MASS CIRCULATION**  
*Means To*  
**SALES-MINDED MEN . . .**



**SELLING PLANS**, obviously, can't hope for profitable effectiveness unless they can relate themselves to spendable consumer dollars. That is why a recent independent survey\* made in Chicago is of such importance to sales-minded men. This survey brings to sales executives a report of families whose buying funds are measured by the following group incomes:

**Over \$7,499, 10.8% . . \$5,000-\$7,499, 13.9% . . \$3,000-\$4,999, 39.6% . . \$2,000-\$2,999, 23.3% . . Below \$2,000, 12.4%**

These incomes, when translated into sales, represent a rich market potential for the manufacturer. It is an inexhaustible market. It is an *exceptional* market in that it can be reached by a *single* newspaper with *selected mass circulation*—the Chicago Daily News.

The Daily News is Chicago's HOME newspaper, welcomed into the HOMES you want to sell. And sales-minded men have found out from experience that only by using the Daily News—and its selected mass circulation—can they expect to develop MAXIMUM returns from the second largest trade center in America!

\*Conducted exclusively among regular readers of the Chicago Daily News, representing a valid cross-section, house-to-house sampling.

# CHICAGO DAILY NEWS

*For 70 Years Chicago's HOME Newspaper*

**JOHN S. KNIGHT, Publisher**

LOS ANGELES OFFICE: 606 South Hill Street  
 NEW YORK OFFICE: 9 Rockefeller Plaza

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

DETROIT OFFICE: 407 Free Press Building  
 SAN FRANCISCO OFFICE: Hobart Building





John S. Norton

### Give Your Sales Force "A Game Every Saturday"

"I believe a sales force does its best work when sales management puts excitement into selling . . . high points to shoot at every once in awhile . . . 'a game every Saturday' if you know what I mean." Lean, grey, bright-eyed Jack Norton—now executive vice-president of Lambert Pharmacal Co., after years of managing salesmen in various industries—sat forward; tapped his desk.

"Your average salesman likes that sort of thing. He doesn't like to just drone along on a level. He thrives on excitement. The difference between a salesman and a *good* salesman is a spurting enthusiasm for a sound plan, and the ability to make that enthusiasm contagious with customers. Good leadership takes men like that and makes

them into a team . . . a team with the old Notre Dame spirit . . . by giving them special objectives at intervals, properly timed. They get so interested that they *originate* ideas for special promotions. Then you've got a *real* team.

"This sort of thing, in its soundest form, doesn't depend upon special compensation, either. I think salesmen ought to get adequate flat salaries without any complicated systems of rewards. Then they're basically happy. In our business they're well paid but they put themselves whole-heartedly into special selling efforts every few weeks *because they like it*. They enjoy new ideas that are sound and not 'phonies.' Supplying those ideas is one of the real jobs of sales management."

### "I'm Not Afraid," Says Harvester Man

J. L. McCaffrey, tall, big-framed first vice-president of International Harvester Co. was in Kansas City looking at the company's new tractor plant. Said he, discussing the business outlook: "There is one great danger today: Manufacturers may price themselves right out of the market. International Harvester will increase prices only on a very few lines. The business situation is tremulous, but I'm not afraid.

"Our three gravest threats are high taxes, inflation and Communism. I don't think any of the three are going to get us down. I believe taxes are going to be reduced somewhat. Inflation is progressing, but too many people see the danger of it to permit it to get clear out of hand. And Communism will be checked for the same reason. Nobody is asleep to its threat. It's un-American and nearly all of us—labor and management alike—are purely American. So I'm not afraid."

### How to Sharpen Up Rusty Salesmen

Wilson Condict, national advertising manager of the St. Louis *Globe-Democrat*, has the same sales training problem that most other sales managers confront. His men are a bit soft because business has been easy. Tough selling is right ahead. When your SM man asked him "What are you doing about it?" this was the answer:

"Right now, to get ready for harder going next year, I'm having each man prepare a new sales presentation which he presents *to me*, not to our customers and prospects. They know that I know the story as well as they do. So they have to *work* at it. And, after they have worked up their presentations separately, so that nobody knows what the other is going to say, then they come in and sell me in the presence of the others. That puts each man on his toes. Incidentally, it develops some new ideas. Everybody benefits. Training salesmen by making

them sell the product back to their own management . . . *that's* the idea."

### He Wants More Smiles from Salesmen

"The time is here for sales officers and salesmen in all lines of business to win back public good-will with courtesy and the old smile." Big, active-minded Leo Baker, general sales manager of Charter Oak Stove and Furnace Co., was giving out his ideas the other day at the St. Louis Sales Managers Bureau. "There's a tremendous need for all us sales people to get back to the manners and conduct that we all know wins and holds business. It doesn't cost us much to do it. We just have to remember; that's all.

"The war experience most of us had, working as 'expeditors' in our production and traffic departments, ought to give sales officers and salesmen a new value from here on out. We *know* production and traffic now as we never knew it before. So we are better men than most of us ever were before to maintain *harmony* in our own companies. So let's remember *that*, too."

### A Buyers' Market in "Less Than a Year"

"I think we'll surely be in a buyers' market in less than a year" said Fred M. Staker, vice-president of the Commerce Trust Co., Kansas City, Mo. He was at his desk in the wide-open, noisy, busy banking house with customers flowing around when your SM man called.

"Of course you will see prices rising more. But people will cut down on their purchases. *Then* sales managers had better be ready for sound, convincing selling. One important thing to do *right now* is reduce inventories. If we go into a definite business recession, it will be less painful if inventories are small."

FOREFRONT OPINION is compiled by E. W. Davidson  
SALES MANAGEMENT

## Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

### ADVERTISING

121—The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion? A portfolio of the 19-article series by James C. Cumming. (Price 25c)

106—The Job of the Advertising Department. (Price 5c)

85—Why Big Advertisers Are Stressing the Story of Their Trade-Marks, by Philip Salisbury. (Price 5c)

### MANPOWER PROBLEMS

132—How General Foods Gives Management Training to Top Executives, by Austin S. Igleheart. (Price 5c)

131—Hiring Will Be Easier—If You Blueprint Your Salesmen's Jobs, by Burton Bigelow and Edwin G. Flemming. (Price 5c)

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129—How to Solve Salesmen's Auto Cost Problems, by R. E. Runzheimer. (Price 10c)

127—"Dollar-Hour" Travel Costs for Air, Rail, Bus Transportation. (Price 5c)

126—What Makes a Star Salesman Tick? by Jack Lacy. (Price 5c)

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116—Frame Your Compensation Plans to Encourage More Selective Selling, by Kevin J. Solon. (Price 5c)

112—Six Sound Reasons Why You Should Use A Patterned Interview in Hiring Men, by Robert N. McMurray. (Price 5c)

87—How and Why U. S. Rubber Adopted Conference Training for Salesmen, by A. B. Ecke. (Price 5c)

### REFERENCE TOOLS

135—A Current List of Selected Information Sources for Businessmen, by Peter B. B. Andrews. (Price 10c)

134—Retail Distribution in 1946—A Forecast, by W. F. Gilbert. (Price 5c)

133—Shall We Display and Advertise Price? Public Says "Yes!" (Price 5c)

125—N. Y. Buying Groups Increase Department Store Memberships in 1946. (Seventeen principal retail store groups and their national membership in principal cities.) (Price 10c)

DECEMBER 15, 1946

## In the Troy, N. Y. ABC City Zone:

# 31,863

## OCCUPIED DWELLINGS

# 32,103

## RECORD NEWSPAPERS

In ONE medium — The Record Newspapers, Troy's only dailies — you need invest only 12c per line to do a complete advertising job in a market whose population is in excess of 120,000.

Send today for market  
folder giving complete  
details.

## THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •

TROY, N. Y.

### ABC TOTAL NET PAID: 42,787

ABC Pub. State., Sept. 30, 1946

# Touches of Tact that Take The Sting Out of Adjustments

BY WILLIAM H. BUTTERFIELD • Educational Director, National Retail Credit Association

Most of the adjustment letters written in everyday business fall down on the job—and badly! Seldom, in fact, does the writer ever seem to realize that his letter has a man-sized selling job to do.

But a good adjustment letter, no less than a good sales letter, must be persuasive and convincing. It must counteract the negative situation that led to the complaint; it must, above all, make the customer feel that he has been treated fairly.

The first step toward an effective letter is a beginning that puts the reader in the right frame of mind—an opening that makes him receptive of the message. Upon the first paragraph rests the burden of overcoming prejudice against the writer and his firm—and the extent of the customer's negative attitude may range from slight disappointment or mild

irritation all the way to bitter resentment.

In any event, the opening of the letter should "get in step" with the reader by emphasizing some point with which he will agree. If the adjustment request is to be granted, this news makes an effective opening, as illustrated by the following example:

"Today we are shipping you three knee-hole desks, style 322-A, to replace those about which you wrote us November 4."

When the customer's request cannot be granted, of course some other type of lead-off sentence must be used. But an expression of sympathetic interest in the customer's problem is always appropriate, and it will have a disarming effect upon him. Here is an example of such an opening:

"We appreciate your letter of April 23, for we are sincerely interested in all your problems as a Carlton dealer."

The psychological importance of a good opening is graphically illustrated by a "horrible example" from a recent letter, which began:

"This acknowledges yours of the 17th, in which you claim that merchandise shipped to you on the 4th, and covered by our invoice 4133, reached you in unsatisfactory condition."

Instead of allaying any irritation already felt by the customer, such an opening would only intensify it by implying doubt about the veracity of his report. Instead of "getting in step" with the reader, the foregoing example would only arouse his resentment and make the conciliatory task of the letter almost impossible.

## Psychology of Contact

In some cases, then, the point of contact is also the psychological turning point of an adjustment letter. If the first paragraph smooths the customer's ruffled feathers and puts him in a receptive mood, the letter has an excellent chance to succeed.

Once the message is off to a good start, the next step is to supply enough factual detail so that the reader will realize the fairness of the adjuster's decision. This explanatory element is especially important in letters that decline the reader's request or grant less than he has asked. Its purpose is to show him, clearly but tactfully, the logic of the writer's position. If this phase of the letter is handled convincingly, the customer will feel that he has received a "square deal." If not, he will consider himself the victim of arbitrary methods.

Assume for a moment the role of the customer. Would the following explanation make you feel that you had been treated fairly?

"Granting such a concession would be contrary to our long-established policy, so we shall not be able to comply with your request."

Such statements as "this would be contrary to our policy" and "our rules forbid this practice" mean

(Advertisement)



Courtesy, "Tide"

"Research said better buy all the Women's Groups—but it's Macfadden Women's Group that's in 1st place again!"



nothing to the customer. From his standpoint they offer no explanation at all. He naturally wants to know the facts that determine the action to be taken, or not to be taken, in his own particular case. Surely, in the interests of fairness and courtesy, he is entitled to these facts.

A delicate situation arises when an adjustment must be declined because the customer himself is responsible for the condition he wants corrected. In such a case *tact* is absolutely essential. This subtle quality enables the seller to establish his freedom from responsibility without indicating, even by implication, that the customer has been stupid or unfair in his demands. Here is a case history that proves the foregoing statement. An extremely delicate problem was handled successfully by a tactful, courteous letter to an irate customer.

### The Belligerent Protest

A merchant who repeatedly deducted unearned discounts was asked to pay the amount of his current deduction—\$16.88. The letter requesting this additional sum explained that the customer's check was mailed three weeks after the invoice date, and therefore had not qualified for the two percent discount offered for payment within ten days. Back came a belligerent protest from the retailer, which read in part as follows:

"I resent your obvious attempt to hide behind a mere technicality in order to collect \$16.88, the amount of the discount we deducted. The fact that our check was a week or so late was purely an oversight. However, if you wish to take advantage of this situation, the additional \$16.88 will be paid. But I can assure you, if you do so, that you have had your last order from us. If you would rather have \$16.88 than our continued business, let me know, and this amount will be paid."

The following reply not only collected the \$16.88, but retained the business of the merchant who paid it:

"Dear Mr. J—:

Thank you for your letter of March 27. I appreciate your giving me an opportunity to explain a situation that might otherwise have led to a misunderstanding.

For years it has been our credit policy to allow a discount of 2% to all who pay their bills within 10 days of the date of invoice. Such prompt payment enables us to make a sim-

# In Fort Wayne, Ind., The News-Sentinel Covers The Market

During the past ten years The News-Sentinel has increased its daily home circulation more than 19% while the morning paper shows an increase of less than 5%.

DURING THE PAST TEN YEARS THE NEWS-SENTINEL HAS INCREASED ITS CIRCULATION IN THE AMOUNT OF 11,336 HOMES DAILY—THE MORNING PAPER ONLY 2,512.

The News-Sentinel is delivered by carrier to 97.8% of all homes in Fort Wayne six days a week.



REPRESENTATIVES: ALLEN-KLAPP CO. • NEW YORK—CHICAGO—DETROIT

**D**id you know that good design is evolutionary — never revolutionary? Which accounts for a lot of past flops and a lot of future successes — both in manufacture and retailing. Read the December **House Beautiful**

## IF YOU HAVEN'T SEEN THIS MARKET

*You'll want to know why certain foods, drinks, cosmetics and cigarettes are missing out on it.*

...For it is all around you, with seven billion dollars to spend on everything people buy anywhere. Yes, the Negro market is so close to us all that it's easy to overlook it. And yet it is amazingly easy to reach it, too, for the Negro looks to his race press for guidance. Your advertising in his papers can earn his confidence, good will, and regular patronage.

So no matter what your product is, it will pay you to write to Interstate United Newspapers, Inc., 545 Fifth Avenue, New York, for the facts and the success stories built out of reaching this great and growing market through economical advertising. Write now.

Management Men  
in the Central West  
**Prefer**  
Chicago Journal of Commerce

Do you have a  
product that fits  
the  
**BAKING INDUSTRY?**

See Bakers Weekly's offer of  
market analysis on page 91,  
this issue, Sales Management.

**1st**  
in **ADVERTISING**  
BECAUSE IT'S  
EDITED FOR  
ITS READERS  
**Building  
SUPPLY NEWS**

ilar saving by meeting our own obligations promptly. In reality, then, we are simply passing on to our customers the saving which their promptness permits us to make.

But when our customers do not pay us within the stipulated 10 days, we make no saving to pass on to them, and so the allowance of discount would represent an outright loss to us. In itself, \$16.88 is a small matter; but the principle involved would require that we extend the same opportunity to all our customers.

As you can readily see, the accumulation of thousands of these small amounts would represent an immense sum. So it becomes a matter of far greater consequence than the allowance of a single discount of \$16.88, since fairness to all would require that the exception be made the rule.

Now that you have all the facts, I am sure you will understand our asking for the additional \$16.88. I know you would not want us to break a tradition of fairness and equality which is one of the foundation stones of your own business.

Thank you again for writing to me about this matter. Only through frank discussion can our two firms co-operate for their greatest mutual good.

Sincerely yours,"

### Close with Good-Will

The last paragraph of this letter illustrates the final essential of good adjustment correspondence—a constructive ending that emphasizes service, co-operation, appreciation, or customer satisfaction. Such a closing adds persuasive power to the letter. It brings conciliatory tone to a climax at just the right moment.

Here are a few more examples of effective closing paragraphs—all taken from successful adjustment letters:

"Your business and your confidence are appreciated. We shall always try to be deserving of both."

"You were most helpful in telling us about this situation and giving us an opportunity to correct it. We sincerely appreciate your co-operation."

"In all your dealings with us, we shall do our utmost to merit your confidence by serving you with traditional Martin efficiency."

Now let's review another case his-

tory that had the proverbial "happy ending"—thanks again to an expert job of adjustment writing. This time the seller was at fault.

When an angry customer told a sales representative of the M— Salt Co., New Orleans, why there would be no more orders from his firm, the salesman reported the situation to the main office. The next mail carried the following letter, which regained both the good will and patronage of the customer:

"Dear Mr. C—:

"We were so distressed to learn through our representative, Mr. Whitman, of your difficulty with our recent shipment of salt that we want to make a personal report to you.

"First, however, we should like to thank you for bringing this condition to our attention and thus enabling us to check into it.

"Through the many years we have worked with you, we have endeavored to serve your interests in the prompt and attentive manner every customer has a right to expect. For this reason we feel no little embarrassed in telling you what our Plant Superintendent has reported.

"You are absolutely correct. There was a mix-up, all right, and you did not get back the sacks you had sent us for refilling. We have no excuses to make. This was just one of those slips which you, as an executive of a large production unit yourself, can understand if not condone.

"Please send us a debit memorandum for any loss of salt your Company has sustained because the shipment did not arrive in tight containers, and your charge will be honored.

"We certainly appreciate your reporting this matter to us, so that the situation could be quickly remedied. Again our thanks for your co-operation.

Sincerely yours,"

There is nothing magical about the psychological pattern of a good adjustment letter. It all boils down to treating the other fellow like a self-respecting human being.

Whether you grant a full adjustment, offer a compromise, or make no concession at all—your letter still has the same selling job to do. Its three-fold purpose is to satisfy the reader that he has been treated fairly, to restore his confidence in your firm, and to regain his good will.

SALES MANAGEMENT



**"THERE IS ONLY ONE . . ."**



He is a writer. He has written novels, radio scripts, screen adaptations. His stories have thrilled millions. His byline means master craftsmanship.

His newspaper is The New York Times.

"There is only one newspaper I can't be without—The New York Times. Wherever I go, The Times goes with me," he says.

An unusual statement? No.

His words epitomize the affection and attachment people everywhere have for The New York Times. This bond of loyalty is strong among readers who find no substitute for The Times—well over half a million daily, a million Sunday. People everywhere read, respect, rely on The New York Times.

Advertising results are greatest where reader confidence is strongest. That's why advertising in The New York Times brings crowds into stores, sells merchandise in mass numbers, costs little per unit sale.



**The New York Times**

"ALL THE NEWS THAT'S FIT TO PRINT"

DECEMBER 15, 1946



## New Books for Marketing Men

**Measuring Business Cycles**, by Arthur F. Burns and Wesley C. Mitchell. Published by the National Bureau of Economic Research, New York City. Price \$5.00.

Thirty-three years ago, Dr. Wesley C. Mitchell published the first study of *Business Cycles* when little was known about such economic phenomena. Prior to that, dating back only to the turn of the present century, there was little or no reliable quantitative economic data available. Any consideration of economics was of the most theoretical nature based

primarily upon casual observations of conditions as they appeared to exist, and not upon fundamental quantitative facts as they really are.

Since then, however, the economy of this country has experienced the full import of wide economic swings and their effect not only upon our economy, but upon our "American Way" of life. We have had the boom of the 1920's and the bust of the 1930's followed by the greatest war in the history of the world, a war which badly disarranged our economy and the economy of the whole world.

*Measuring Business Cycles* appears at a most opportune time. It considers business cycles in their boom-bust and minor adjustment phases. In their analysis of nearly a thousand different statistical series the authors clearly demonstrate that no two cycles are identical.

This study is like a well guided tour through the complex evolution of economic life for the past 80 years. It is well documented with charts and tables which are fully and lucidly explained.

Because it is a good guide in our present economic struggle to achieve a sound economy and the "American Way" of life, this study should hold more than casual interest for the alert business executive.

—Ray B. Prescott

**The Preparation and Use of Visual Aids**, by Kenneth B. Haas and Harry Q. Packer. Published by Prentice-Hall, Inc., New York City. Price \$4.00.

Remember the oldie "I see," said the blind man as he bumped his head against the wall?" He didn't refer to a sudden miracle of sight any more than you or I when we say "I see" to an explanation. But the use of the image of sight when we mean understanding gives a clue to the importance of visual experience.

Perhaps the cloistered library with its musty tomes fits the student of philosophy. But for those who are developing "doing" skills, the best training shows the trainee *how to perform*. Motion pictures, slides, charts and graphs, posters, flash cards, manuals, models, field trips, all provide the opportunity to see. If immediately followed by action where the trainees do what they have seen, the lessons are not likely to be forgotten.

The authors have made a clear and complete manual covering all major visual devices. Sources for training films and slide films are given with addresses, together with instructions for preparing your own slides and movies. From blackboards to television, not a stone which could contribute to visual training is left unturned. If training is on your mind, *Visual Aids* should be on your desk.

**The First Quarter-Century of American Broadcasting**, by E. P. J. Shurick. Published by the Midland Publishing Co., Kansas City.

**The People Look at Radio**, by Paul F. Lazarsfeld and Harry Field. Published by the University of North Carolina Press, Chapel Hill, N. C. Price \$2.50.

In these two books, 2,572 people take a look at radio. One of them, Eddie Shurick, director of advertising and promotion of Kansas City's KMBC, tells the whole story of broadcasting, from Marconi's wireless to facsimile. The other 2,571, polled by the University of Denver's National Opinion Research Center, tell about their own listening habits, preferences and peevish.

SALES MANAGEMENT



25,000,000 chickens are something to crow about, the way we see it. And over that number were raised during 1944 in the South Texas area which comprises WOAI's primary range. Farmers in this area gathered over 83,000,000 dozens of eggs the same year!

The poultry business is but one branch of the huge and rich agricultural industry in Southwest Texas. Yet that branch alone is responsible for bringing millions and millions of dollars into the area.

Poultry raisers, like other farmers in this district, rely on WOAI for information concerning weather and markets and their families look to WOAI for entertainment. In many cases newspapers reach farmers a day or so after they are printed and the weather and market news is too late to be of benefit.

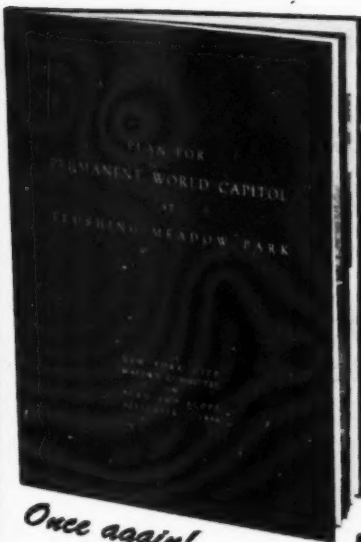
WOAI is the only 50,000 watt, clear channel broadcasting station serving this big, wealthy part of Texas. We make it our business to find what information our listeners need and we give it to them. That is why WOAI's programs are listened to carefully by farmers, oilmen and sheep and cattle ranchers and that is why WOAI is the best medium to use in reaching these people.



REPRESENTED NATIONALLY BY  
EDWARD PETRY & CO.

The Powerful Advertising Influence of the Southwest

**50,000 WATTS Clear CHANNEL**



Once again!

BINDING BY SLOVES

The plan for a world's capitol in New York, presented to the United Nations by the Mayor's Committee was bound by us.

LOOSELEAF COILED WIRE  
MULT-O CERCLA CERLOX  
SWING-O-RING POST

## HEARNE BROTHERS COMMERCIAL MAPS

87 maps of U.S. urban areas covering 81% of the nation's purchasing power

**PLUS**

THE FINEST U. S. MARKETING  
MAP PUBLISHED

**First —**

IN Quality  
IN Clarity  
IN Accuracy  
IN Usefulness

INDISPENSABLE FOR MARKET  
PLANNING & SALES CONTROL

Offered on Ten Days' Free Trial

WRITE OR WIRE

**HEARNE BROTHERS  
National Bank Bldg.  
Detroit 26, Mich.**

*Over 100,000 American  
Business Firms Use  
Hearne Maps Every Day*

The books go well together. "The people" react; Mr. Shurick gives us an insight into what they are reacting to. Too often we think of radio as a Colossus who sprang full-blown to straddle the world.

But Mr. Shurick shows us radio as a crying infant, an awkward adolescent beset with the problems of its relation to society, and finally as a young adult, matured by war experience. The crises, the growing pains, the effort to report news in the making, the milestones which marked transitions from one stage to another, all find their place in his interesting report.

If Mr. Shurick, as an old-time radio advertising man, is undercritical, the people have their say in the University of Denver study. Despite the hue and cry raised against advertising abuses, 62% of the sample preferred programs produced with advertising to those in which there was no commercial. But they like good commercials which go with the story and don't interrupt the program. Overlong messages which claim too much for the product are disliked by about one-third of the listeners.

As for the programs themselves, it turns out that women who like to listen to the soap opera serials also listen more to the radio in general than do their non-serial minded sisters, though otherwise differences between the two groups are slight. People under 30 are great jazz fans, older and less educated listeners are more likely to tune in on devotional programs, while college graduates in large cities like classical music. Yet when asked what type of program they would like to hear more, only 16% of the college people wanted more classical music.

On the whole, the people seem pretty well satisfied with what they are getting at the flick of a dial. Perhaps Mr. Shurick's record tells why. Broadcasters try to make it good and make it what the public wants.

**Telecasting and Color**, by Kingdon S. Tyler. Published by Harcourt, Brace & Co., New York City. Price \$2.75.

Kingdon Tyler, CBS construction engineer, lifts the curtain and presents television to a lay audience. The mysteries of transmitting black-and-white and color images are clearly and simply revealed. As on a well conducted tour, back and front stage appear in their order with explanations that make complicated procedures seem familiar.

The ingredients of a televised show, types of transmitters, mobile equipment, electronic scanning, receiving sets and how they work are now old furniture to your reviewer who doesn't know a neutron from a proton. If you want to find out what all the shooting is about, whether color television is really practicable, how it all works anyway, read Mr. Tyler.

JANUARY, 1, 1947

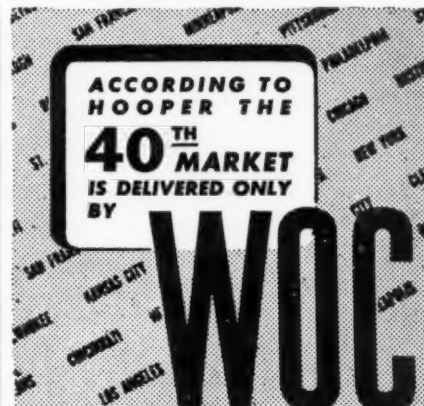
**WOC goes  
basic NBC**  
5000 Watts, full time  
1420 Kilocycles  
---for the

**QUAD Cities**

( DAVENPORT, ROCK ISLAND )  
MOLINE. E. MOLINE



Since 1943, Hooper surveys have shown that only WOC delivers the Quad-Cities — the largest metropolitan area between Chicago and Omaha; and between Minneapolis and St. Louis. It's the 40th retail market in the nation, with approximately 218,000 population.



**DAVENPORT, IOWA**

B. J. PALMER, President

BURL LOTTRIDGE, Manager

5000 WATTS-1420 Kc.  
FREE & PETERS, INC., National Representatives

**In 1946  
advertisers invested  
more dollars in  
Country Gentleman  
than they ever  
invested in any  
farm magazine in  
any one year**

**The previous record was also set  
by Country Gentleman in 1929**





## Promotion

### Important Market Data

The Branham Co. (360 North Michigan Avenue, Chicago 1, Ill.) offers a list of "musts" in the Market Data Folders. These file-sized folders are designed primarily for the use of advertisers and advertising agencies—but many others will find them an invaluable aid in estimating markets. The folders contain comprehensive data for each of the markets and newspapers represented by the Branham Co. At the moment the company can supply you with folders on Tulsa, Columbia, S. C., Springfield, Mo., and Spartanburg. Fifteen additional folders, on other cities, will be available in the near future. Write the company's Research Department for these folders—available without charge.

### Who Reads Liberty?

*Liberty* has a folder, "Fact no. 1 of a series on *Liberty's* side of the street," which provides two interesting tables. The first, "Buying by occupations," (from the official report of national survey of 1946 Consumer Buying Plans, issued by the U. S. Federal Reserve Bank, based on a percentage of people who plan to buy new cars and other durable goods) is broken-down into the various occupations—from unskilled to professional—by percentages. The second lists magazine readers by occupations. Write the magazine for the folder.

### Advertising Down-Under

Neatest trick of the week is credited to New York Subways Advertising Co., Inc. The gentlemen who are responsible for the car-cards New Yorkers read in their daily underground treks, have gathered samples of the best advertisements recently and currently on-view in the subways and encased them in a handsome simulated leather travelling-case. The advertisements are printed in full-color, demonstrate the almost unlimited scope of the particular medium. On the reverse side of each advertisement is a picture of the artist who executed the design with a brief biography of the man. Write the company, 630 Fifth Avenue, New York City 20.

### Opportunity in Syracuse

The W. T. Grant Co., 1441 Broadway, New York City 18, has released an impressive promotion

DECEMBER 15, 1946

*It pays to advertise in*  
**NASHVILLE**  
*—a \$600,000,000 market*



**NASHVILLE**  
**City Zone Population**  
**266,505**

*One of the nation's first 50 markets*

**Nashville Banner    The Nashville Tennessean**  
EVENING                      MORNING                      SUNDAY  
NEWSPAPER PRINTING CORPORATION, AGENT  
Represented by The Branham Company

**D**o you know that  
the 50 years of automobile design offer  
almost a perfect parallel to what's now  
happening in furniture designing?  
Read the December **House Beautiful**

## Cram's MULTI-UNIT MAP SYSTEM

GIVES YOU A "FINGER-TIP" PICTURE OF YOUR TERRITORY

Large Scale Washable  
Maps Of All 48 States  
—In The Wall Space  
Of A Single Map



### VISUALIZE YOUR MARKET — And Your Sales Job



1947 will bring many new selling problems—and opportunities. One of the first essentials of a thorough selling job is a complete picture of your market; a picture that can be changed to meet changing conditions and developments. The Multi-Unit System of large-scale, markable state maps gives you a "finger-tip" picture of your territory—conveniently mounted for quick, easy reference.

You can mark on these maps with colored crayons to show territorial boundaries, quotas and other vital information, and change the marking as often as necessary merely by wiping it off with a damp cloth. Colored map tacks can be used to show additional information. When not in use, the display wings can be folded back against the wall. Each wing displays two maps. You can start with any size system you need—even if it is only one map—and add to it as needed.

Write for circular, prices and complete information.

The George F. Cram Company, Inc., Dept. S. M., 730 E. Washington St., Indianapolis 7, Ind.

piece in conjunction with the opening of its handsome new Syracuse store. Called "Opportunity in Syracuse," it provides a brief history of the Grant company, its aims in Syracuse, facts about the store (revolutionary in many of its aspects), its new system of merchandise layout, and a listing of the purchasing agents for the various departments of the company as a whole.

### Put It on Ice

The National Ice Public Relations Inc., is a wide-awake organization—aware of the need for good public relations, the importance of good advertising. A small, informative booklet, just off the presses, will furnish you with a clearer picture of the NIPR's. functions. Listed are the magazines, newspapers, business papers which have carried articles, news stories and pictures about ice and its many uses. Some of the radio programs and stations which have carried sustaining programs by the association (with program names) have also been listed. Participation in big national exhibits gives thousands a new conception of modern ice services—the booklet mentions some of the NIPR-sponsored exhibits at annual conventions of important business and professional organizations. Write NIPR for "What Goes on Here?"

### RADIO SCHOOLHOUSE

WFIL is beginning its fourth year of operation of the "Studio Schoolhouse." This "school," prepared in cooperation with the public, parochial and private schools, The Franklin Institute and The Free Public Library of Philadelphia, present one program each day, Monday through Friday, for classroom listening by the various age groups in elementary schools. The series is entirely underwritten by the station, the manuals are provided by the station free.

At the moment WFIL is distributing its 1946-47 Teachers' Manual to some 10,000 elementary school teachers in the Philadelphia area for use in the educational program. The station points-out that the effectiveness of the combination of the special radio programs and the Teachers' Manual was proved by a recent survey by the Philadelphia Board of Education. This survey showed that of 126,025 regular listeners to 13 school programs broadcast by Philadelphia stations, 80,954 or 64.2 were listeners to the WFIL Studio Schoolhouse series.

# It's a Gift

There's a special package waiting for you in the Wichita market and it's sure worth reaching for. It's Kansas' greatest package of INCREASED population and purchasing power and it's getting larger every day.

It makes a pretty package, especially when KFH, that selling station for the Southwest delivers it to you.

THAT SOLID SECTION OF  
KANSAS' RICHEST MARKET

WICHITA IS A HOOPERATED CITY



CBS . . . 5000 WATTS DAY AND NIGHT . . . CALL ANY PETRY OFFICE

# Have You Opened Your \$100,000 Birthday Present from HOUSE BEAUTIFUL?

THIS December is HOUSE BEAUTIFUL's 50th anniversary. And we decided that the most fitting way for the oldest home magazine to celebrate its golden jubilee was to make a present to its readers and the trades it serves of some rare, hard-to-get, not-buyable-but-valuable asset like PERSPECTIVE.

So, instead of indulging in the self-congratulations that usually accompany a golden anniversary, we decided it would be more mature to devote ourselves to developing a sound perspective about American taste, past, present and future.

So we gave ourselves the not-too-modest assignment of analyzing American Taste. How did it get the way it is? What is it made up of? Who copied from whom? Who and what has had the greatest influence? And where is American Taste going from here? What are the taste changes we can expect in the next five years? The next 20 years? The next 50 years? Just what is the meaning of people's current desires?

Wouldn't you like to know? Wouldn't it be worth quite a sizable chunk of your money to your business planning if you knew? Wouldn't it help you direct your inventories and your styling so you wouldn't get ahead of or behind the customers? And wouldn't it help your advertising department to slant their copy so it really touched the true main-springs of desire?

That's exactly what we are giving you — as our birthday present. And we think you'll agree that it's worth \$100,000 after you've read the December issue and digested it fully. If you had to go and hire the counsel and experience and judgment that we have corralled to make this one issue, you would have to pay that much in counsel fees.

So we hope you'll use our birthday gift — for your pleasure and your profit.



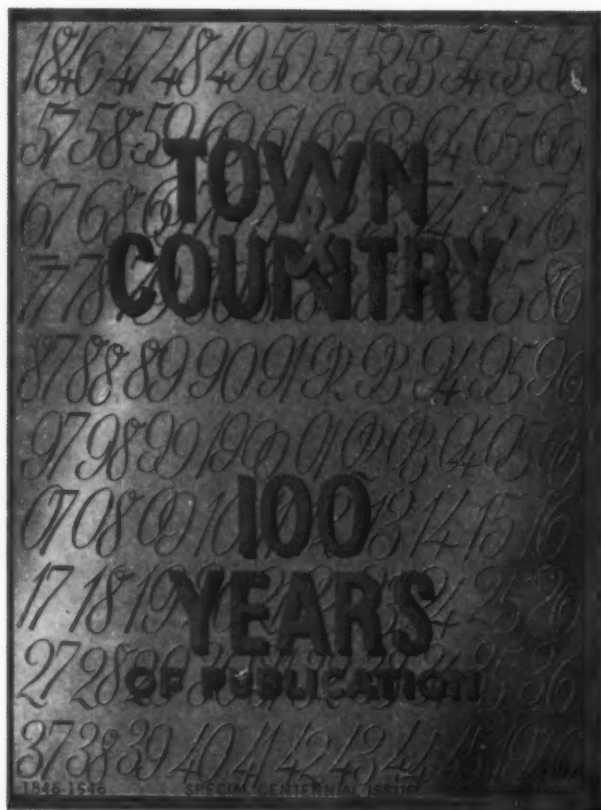
## HOUSE BEAUTIFUL

### GOLDEN JUBILEE ISSUE

December 1946



# Media and Agency News



BIRTHDAY COVER: It's 100 years since Abe Lincoln was first elected to Congress, and *Town & Country* was born in gas-lit, cobblestoned New York.

## 100 Successful Years In *Town & Country*

A century of continuous publishing is being celebrated this month by *Town & Country*. With its 100th anniversary number, this glass of fashion has been turned the least bit to catch an American century's evolution of gracious living. From the pages of its old numbers—from 1846 to today—it has gleaned vignettes of the Nation's *haute monde*, to bring into focus generations of discriminating culture.

A formula, based on the broader sense of fashion, was bequeathed by *Town & Country's* founders, Nathaniel P. Willis and George P. Morris, for the magazine's editorial posterity—and prosperity. This formula was originally stated in *The Home Journal*, the publication's first name, thus: "An international journal. . . . The foremost literary and society newspaper. . . . A weekly report of literature, art, music and

the drama and a reflex of the doings of New York Society for people of culture." This point of view has remained almost unchanged for 100 years. The horizon has widened, of course, but the appeal has remained constant. *Town & Country* is edited for cultured and discriminating tastes in literature and the arts, and, frankly, is "a fashionable magazine going to fashion-able people who can buy expensively."

When *Town & Country* was founded in 1846, New York City was gas-lit, cobblestoned and bounded by Union Square and Battery Park—a city of 300,000.

Nathaniel P. Willis and George P. Morris, *Town & Country's* founders, were two of the best known literary figures of the time. Morris was the most popular song writer of his day and is best remembered as the author of "Woodman, Spare That Tree." As early as 1822 he became the publisher of *The New York Mirror* but his editorial connection with Willis did not begin until 1831.

Nathaniel Parker Willis was the son of Nathaniel Willis who founded *The Boston Recorder* and *The Youth's Companion*. Young Willis began writing while he was still at Yale and soon founded the *American Monthly* magazine which was later merged with *The New York Mirror*. This brought about the literary partnership with Morris which lasted for over 30 years.

Morris and Willis sold *The New York Mirror* in 1845 and on November 21 of the following year established *The Home Journal* which in 1901 became *Town & Country* and has thus had a continuous existence for 100 years.

Morris was the business head of the firm but it was the handsome and gifted Willis whose ornate prose dominated the paper and set the literary standard which made *The Home Journal* an almost immediate success.

Edgar Allan Poe, who had been on the staff of the *Mirror*, was one of the first contributors and Thomas Bailey Aldrich an early assistant editor. Richard Henry Stoddard was another disciple of Willis and a frequent contributor.

Originally *The Home Journal* was a four page folio, seven columns to a page. Later this was enlarged to eight and finally to nine columns. The publication contained very little illustration. Only a few line drawings, woodcuts and steel engravings, appeared occasionally in the early days. And not until 1900 did it assume the magazine format so familiar today. On March 31, 1901 the name was changed to *Town & Country*.

Following a series of shorter editorial and publishing regimes, Franklin Coe and Henry J. Whigham purchased a controlling interest in the magazine in 1911 and began a partnership which was to last for 25 years and to influence *Town & Country* fully as much as Morris and Willis had influenced *The Home Journal*. Franklin Coe was probably the first great exponent of the class magazine. Under his direction, *Town & Country*, became not only a model of typography and printing but a business success as well. Henry J. Whigham, former amateur golf champion, dramatic critic, war correspondent and publisher, widened the editorial scope by devoting more and more space to amateur sports, decoration and houses which were becoming increasingly important to the fashionable readers of *Town & Country*. In 1925 the magazine was purchased by Hearst Magazines, but Whigham and Coe remained in charge until 1935.

SALES MANAGEMENT

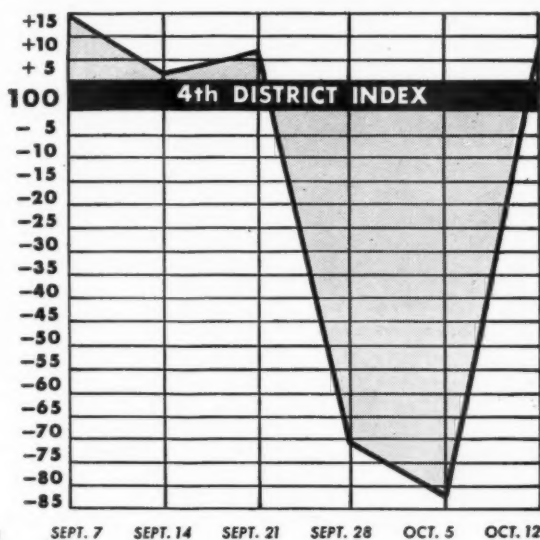
Federal Reserve indexes prove

## Something *Local* Happened to Retail Sales in Each of These 3 Cities during the six-week period ending October 12

THE Federal Reserve Board maintains weekly department store sales indexes for each of the twelve Federal Reserve districts and for every major city in each district.

Normally, the indexes for each district are closely related and follow a parallel pattern of ups and downs. But when a severe local dislocation of business occurs

*in PITTSBURGH . . . a power stoppage paralyzed local business, forcing most department stores to close.*



★ Department store operations in Pittsburgh came to a virtual standstill when a walkout of power company employees forced most stores to close for eleven business days from September 24 through October 5. The precipitous break in city sales shown in the chart above clearly reflects the resulting paralysis of local business.

### AND WHAT HAPPENED

#### IN PHILADELPHIA

demonstrates conclusively that—

- 1 Record families account for a sizable percentage of Philadelphia retail sales;
- 2 No other newspaper influences the buying habits of the exclusive liberal segment of the Philadelphia market represented by the Record reader audience.

## PHILADELPHIA RECORD

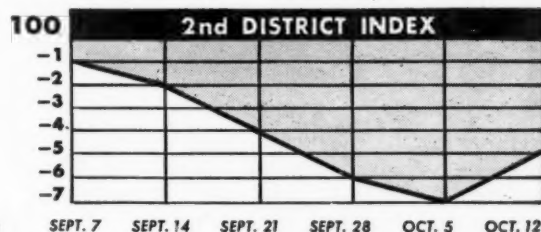
Represented Nationally by George A. McDevitt Co.—New York, Chicago, Philadelphia, Detroit, Cleveland

DECEMBER 15, 1946

in one city in a district, the index for that city falls off sharply in relation to the overall district index.

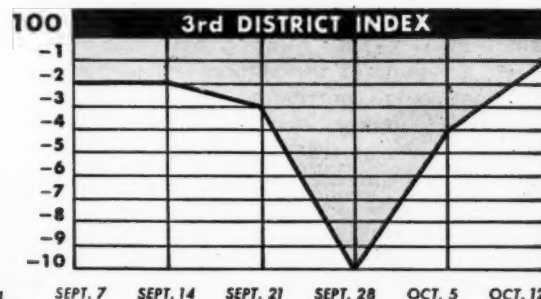
The charts below show how adverse local conditions interrupted the normal relationship between district and city sales indexes in three major metropolitan markets during the six-week period ending October 12.

*in NEW YORK . . . a city-wide truck strike interrupted deliveries and slowed the pace of retailing.*



★ This chart shows the progressive strangulation of retail business resulting from the disruption of normal distribution facilities in the Nation's largest city. Note the steady falling off of city sales in relation to the district index during the September 7-October 5 period.

*in PHILADELPHIA . . . a newsprint shortage forced the daily and Sunday Record to publish without advertising.*



★ The sharp falling off of city sales in relation to the district index shown in the chart above parallels the nine-day period (September 22-30) when Record families were deprived of normal access to retail advertising in their favorite newspaper.

For complete details on the Philadelphia sales chart, write National Advertising Manager for free booklet —“It Costs Us \$430,000 to Prove These Facts”



\*292,884 DAILY

\*625,842 SUNDAY

\*October, 1946, average as reported to Philadelphia Merchants' Association

## ADVERTISEMENTS.

### TERMS OF ADVERTISING.

ONE DOLLAR PER SQUARE OF TWELVE LINES, each insertion. SIX LINES OR LESS, HALF A SQUARE. No deduction on subsequent insertions.

☛ Advertisements must be accompanied with the cash, in advance, at the rate of \$1 for every insertion of twelve lines, averaging ten words to the line.

### Elegant Illustrated Books,

RECENTLY PUBLISHED BY

CARNEY & HART, Philadelphia.

1. BRYANT'S POEMS, 20 plates, extra.
2. Longfellow's Poetical Works, 11 plates, extra.
3. Little Book, 13 engravings, extra.
4. The Lady of the Lake, 10 do do.
5. The Diadem, 1847. 10 do do, gilt edges.
6. The Gift, with 13 superb engravings.
7. Longfellow's Poets of Europe, Morocco, extra.
8. Griswold's Poets and Poetry of England, do.
9. Do do do of America, do.
10. Cooper's Tales, 10 steel plates, gilt edges.
11. The Floral Offering, 10 coloured plates.
12. The Evergreen, 1847, 10 plates.
13. Lives of the Kings of France, with 72 engraved portraits.
14. Scrimm on the Mount, illuminated, \$2.50.
15. Child's Harold, illustrated, 1 steel plate.
16. Christmas Carol, coloured plates.

Philadelphia, Nov. 12, 1846.

n21

**PRECURSOR:** Of modern magazine advertising in America appeared in the first issue of *Town & Country's* predecessor.

Harry Bull, the present editor, succeeded Whigham and has been responsible for the editorial direction of the magazine during the war years.

In its first issue *The Home Journal* was carrying a serialized novel of Charles Dickens. This penchant for publishing top flight writers, beginning under the banner of Willis with Dickens and Poe, has continued for the 100 years of *Town & Country's* growth. Henry James, George Bernard Shaw, Clarence Day, Evelyn Waugh, Jean Cocteau, Antoine de Saint-Exupery, Somerset Maugham, Julian Huxley and Jose Ortega y Gasset are some of the authors who have not only contributed to the magazine's literary excellence but also have given it that cosmopolitan flavor of "an international journal."

This editorial content of high-level culture, plus careful control of circulation, has largely set the pattern of *Town & Country's* big-income readership. Correspondingly, since its inception, the magazine has maintained a very high percentage of quality and luxury advertising. During its first 10 years it carried advertising by the New York Central R.R., the Albany Steamship Co., Heidsieck Champagne, Bass Ale, Tiffany, Davis Collamore, Maillard (candy), the Brevoort Hotel, Fort William Henry at Lake George, Clarendon Hotel in London, Columbia College and the National Academy of Design. In addition, the leading publishers of the day, the manufacturers of Farina, the New England Mutual Life Insurance Co. and Webster's Dictionary bought advertising space in the magazine

during its first decade.

By 1865 more publishing houses, railroads and insurance companies were advertising in *Town & Country*. Likewise R. H. Macy's, Lord & Taylor, Singer Sewing Machines, Lea & Perrin, Wamsutta, the Hamilton Hotel in Bermuda and the M. Knoedler Art Gallery were advertising in this medium whose growth parallels that of American advertising. On November 21, 1846, the first edition of *The Home Journal* carried eight columns of advertising. A 12-line advertisement cost \$1.00, in advance. In its anniversary issue *Town & Country* is carrying 260 pages of advertising.

That this century-old magazine is far from moribund is indicated by some of its more recent milestones. In 1926 *Town & Country's* advertising lineage was 1,008,903; in 1929, 1,150,080; and in 1946, 1,377,738. When the war choked off nearly all luxury advertising such as airline, steamship, railroad, automotive, vacation, tourist and travel, liquor, food and other imported commodities, *Town & Country* moved powerfully into the American fashion field. From the 115 fashion pages of advertising in 1941 it has moved up to this year's high of 1,147. Circulation-wise it has advanced during the last 12 months from an average monthly sale of 37,000 during the first half of the year to 60,000 for the December issue.

### Celebrates Centennial

*Town & Country* is most royally celebrating its 100 years of progress, in this December issue. In "The Spirit of '46" recognition to contemporaries is gracefully extended.

Two samples of the first editor's reports are reprinted. An article on leading architectural styles of a century, a short history of the magazine's first 100 years, and a picture story, "Belles Of Our Time," showing a half century of *Town & Country* favorites, constitute a part of the turning of the glass to recapture the flair and flavor of the magazine's historic span. From among the hundreds of "Correspondents Reports," that have always been a favored department, three have been chosen: 1848, "The Siamese Twins and California Gold Rush," Charles Merz's "Washington," 1918, and "Paris," by Rosemary Benet in 1929. "The True Story Of Dick Whittington" by Sir Osbert Sitwell reflects *Town & Country's* cosmopolitan use of authors from over the water. Editor Harry Bull's article on "The Iceman Cometh" is in the tradition of Willis's "foremost literary journal . . . a report of literature, art, music and the drama. . . ."

### MAGAZINES

*Newsweek's* International Editions show a revenue increase in the second six months of 1946 of 74.4% over the first six months of the current year, according to Gibson McCabe, manager of International Editions. Promotion appropriations have been stepped up on *Newsweek's* Pan American Editions as a result of a survey undertaken by Charles M. Kinsolving, advertising manager, during a recent tour of important Latin American centers.

Cort N. Palmer joins *House Beautiful* as sales promotion director.



**RADIO SAGA:** E. P. J. Shurick (right), director of advertising and promotion of KMBC, CBS station in Kansas City, Mo., presents his book, "The First Quarter Century of American Broadcasting," to William S. Paley (center), chairman, CBS board of directors. Arthur B. Church, KMBC general manager, looks on.

SALES MANAGEMENT





INS photo of Setter family in Oak Park, Ill., T. H. Smith, Hunter's Canine Service, Owner.

# NINE out of TEN *is achievement!*

... and that's what The Times-Picayune New Orleans States achieves for you! Puts your sales message on the "line" ... in 9 out of 10 New Orleans homes ... Plus 100 thousand trade territory homes!

New Orleans ... FIRST in sales and buying power among "deep South" cities (Sales Management 1946) is a market that will "line up" on your SALES CHART with the top markets of the nation ... if you put your sales message on this "buying line!"



## The Times-Picayune NEW ORLEANS STATES

Representative:

JAHN & KELLEY, Inc.

NEW YORK  
CHICAGO

DETROIT  
ATLANTA

SAN FRANCISCO  
LOS ANGELES

Member: AMERICAN NEWSPAPER ADVERTISING NETWORK

### OVER A QUARTER-MILLION CIRCULATION

Sunday, 253,584

AM 154,389

PM 87,179

ABC Publisher's Statement '3 Months Ending March 31, 1946

DECEMBER 15, 1946

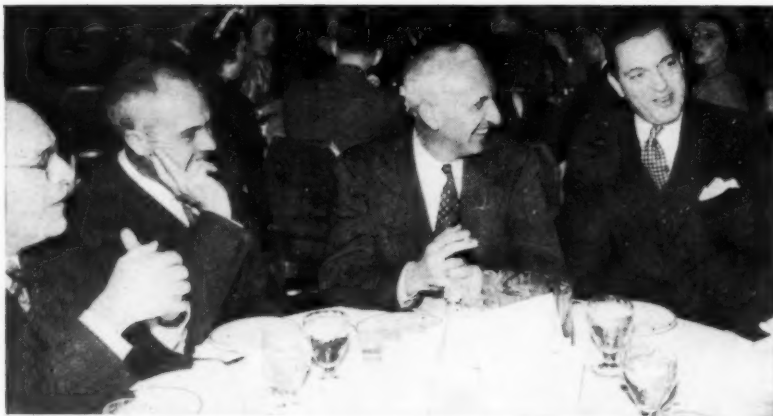
. . . A. Ben Candland, sales promotion manager of *Norte*, is elected vice-president and director of American International Publications, Inc., publishers of the magazine. . . . Alice Rydell is appointed director of merchandising service of *The Bride's Magazine*.



ALBERT E. WINGER succeeds Thomas H. Beck, new board chairman, as president of Crowell-Collier.

#### BUSINESS MAGAZINES

Effective January 1947, the name of *Cotton* magazine, a publication of the W. R. C. Smith Publishing Co., Atlanta, Ga., will be changed to *Textile Industries*. . . . William F.



AT AAAA BANQUET: G. T. C. Fry (right), Eastern sales manager of ABC, with William H. Ensign, Watson Lee and J. H. Bachem of the CBS sales department.

Schleicher is named editor-in-chief of *Machine Tool Blue Book*, Hitchcock Publishing Co. . . . Anne Raleigh McCarthy is new editor of *Sportswear* magazine, Vincent Edwards & Co.

#### RADIO

Sponsorship of several industry-wide projects, all aimed at increasing radio's tune-in, has been endorsed by the National Association of Broadcasters' Sales Managers Subcommittee on Sales Promotion at its recent meeting in New York City.

Named as priority project on its 1946-1947 agenda, according to chairman John M. Outler, Jr., WSB, Atlanta, will be an organized and concerted drive to increase radio listenership by promoting and accelerating the sale of "extra" radio sets for the home.

Other projects slated for immediate handling are: the preparation and distribution to the industry of three speeches on various phases of broadcast advertising; a survey of NAB stations to determine the average percentage of gross sales allocated to

## TRY IT OUT IN TEST TOWN



You get a clear-cut picture of your product's sales appeal when you test it in "Test Town, U. S. A." The South Bend, Indiana market is typical of the nation's industrial-agricultural structure. U.S. Government tests are made here. And this ideal test market is covered to saturation by *one* newspaper—The South Bend Tribune.

**The  
South Bend  
Tribune**



STORY, BROOKS & FINLEY, INC., National Representatives



**"AND THE NEW 3-STORY  
LAYING HOUSE GOES THERE!"  
Says "BILLIONAIRE  
BIDDY"**

If you have roofing, insulation, wallboard, fencing or other building material to sell, don't overlook the poultry farm market with its \$7,000,000 daily cash income to spend! Don't overlook Poultry Tribune, either—with its half a million responsive, cash-on-the-barrelhead poultry farm families. Get *all* the facts now.

You can't afford to leave a "Two Billion Dollar Hole" in your Farm Magazine Schedule. 1945 cash farm income from Poultry and Eggs was \$2,577,000,000. (Source: U.S.D.A.)

**Poultry  
TRIBUNE**  
America's Leading Specialized FARM MAGAZINE



**500,000 Circulation**

Member:  
AGRICULTURAL PUBLISHERS' ASSOCIATION  
AUDIT BUREAU OF CIRCULATIONS  
WATT PUBLISHING CO., Mount Morris, Ill.  
Representatives—New York: Billingslea and Ficke.  
Chicago: Peck and Billingslea.

**Your FARM Magazine List Is Not Complete Without *Poultry* TRIBUNE**



sales promotion; a survey and selection of outstanding audience and station promotion devices to be included in an exhibit at NAB district meetings.

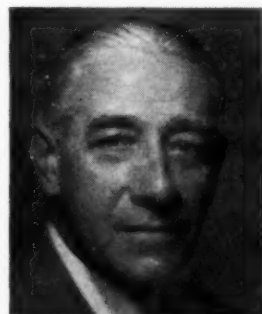
Admitting that the ownership of radios by 90.4% of American families is close to saturation, committee members state that higher tune-ins can be effected through promotional activities directed toward multiple ownership by these American radio families, especially of "extra" sets for the bedroom, kitchen, children's rooms, etc.

Plans for implementing the project

include an invitation to the Radio Manufacturers Association to participate in the sponsorship; preparation and distribution of promotional kits; enlistment of farm, sports news, and women's program directors; the use of station, network, and national representatives' business paper advertising; countrywide cross-plugging via station announcements; the employment of "give-away" programs featuring such "extra" sets as prizes.

Members of NAB's Subcommittee on Sales Promotion are: John M. Outler, Jr., chairman, WSB, At-

lanta, Ga.; Joseph Creamer, WOR, New York City; Louis Hausman, CBS, New York City; John Carl Jeffrey, WKMO, Kokomo, Ind.; Eugene Katz, The Katz Agency, Inc., New York City; Edward P. J. Shurick, KMBC, Kansas City, Mo.; Hugh M. P. Higgins, NAB, Washington, D. C.



HAROLD A. STRETCH, advertising director, *The Philadelphia Inquirer*, has been elected president and chairman of the board, A. N. A. N.

## NEWSPAPERS

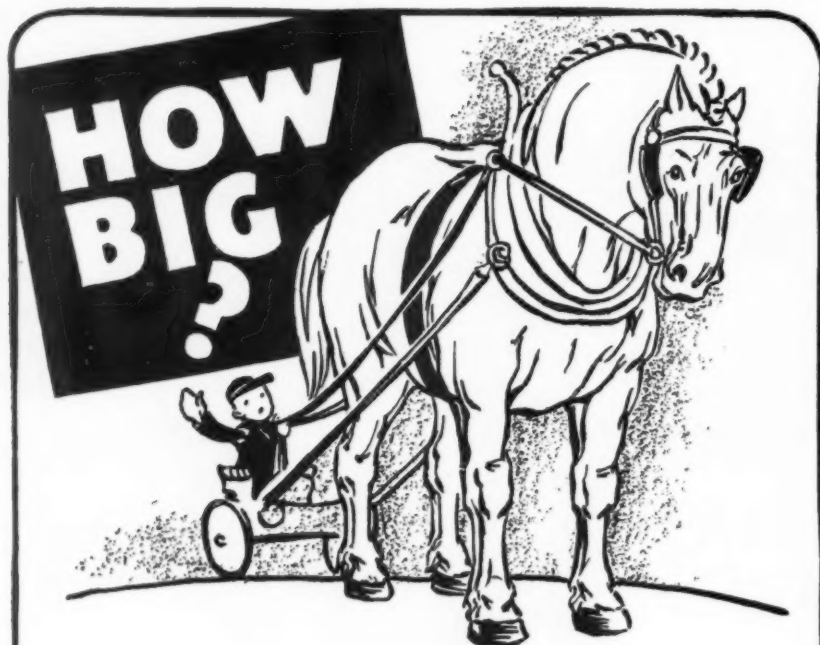
L. T. Knott, advertising director of *The Chicago Sun*, announces that effective January 1, 1947, this newspaper will establish its own national representation, with offices in New York City, Detroit, and Chicago. Since 1941 the organization has been represented nationally by The Branhams Co. Mr. Knott also announces



F. M. FLYNN, general manager of *The News*, New York City, new director of the A. N. A. N.

the appointment of Hiram Schuster as national advertising manager, effective immediately, to replace Jack C. Gafford, who has resigned. Mr. Schuster has headed the Local Advertising Department since *The Chicago Sun* started publication five years ago. Gabe Joseph, assistant manager of *The Chicago Sun's* local advertising staff, replaces Mr. Schuster as head of the Local Department.

## SALES MANAGEMENT



**the St. Paul Dispatch  
and Pioneer Press are  
the Only Daily Papers  
Read by 90% of the  
331,000 people in  
the St. Paul A. B. C.  
city zone.\***

\*Less than 10% of the people in the St. Paul City Zone read any other daily newspaper

**RIDDER-JOHNS, INC.—National Representatives**

NEW YORK	CHICAGO	DETROIT	ST. PAUL
342 Madison Ave	Wrigley Bldg.	Penobscot Bldg.	Dispatch Bldg.

# Green Pastures



PHOTO COURTESY STEDLAND FARMS



**Memphis Press-Scimitar**  
**The Commercial Appeal**

DECEMBER 15, 1946

A 1946 total of almost nine million dollars in revenue from dairy products alone testifies anew to the fertility of year-around green pastures in the Memphis Market.

Stable prosperity in this great section of America is a result of an ever increasing economic self-sufficiency fostered by diversification of farming and industry.

Advertisers looking for a higher percentage of sales in a region chalking up a billion dollar income will find greener pastures and easier grazing at less cost through the use of BOTH Memphis newspapers.

# WATCH OUT, INDUSTRY: HUMAN PROBLEMS AHEAD

[Reprint from a full page published in the New York Times]

## How PUBLIC RELATIONS can help solve them

**S**TRIKES are only a visible part of today's pattern of maladjustments—and a small part, like the tops of icebergs that show above water. Strikes are dramatic. They dominate any discussion of industry's human relationships, because the United States lost 120,000,000 man-days of production in the first year after V-J Day. Industry necessarily has many other difficulties in human relationships; with workers, stockholders, retailers, distributors, government and consumers. It must maintain good will for its reputation and products with all its publics.

Industry has brilliantly applied the physical sciences in solving its technical problems. The social sciences can serve industry's human relationships in the same way that physical sciences serve industry's technological progress.

How can industry harness this knowledge? By using the objective, independent judgment of the modern technician in social sciences, the public relations counsel, who is qualified by education, professional training and experience to apply science to practical problems. He analyzes his client and the publics on which his client is dependent. He uncovers causes of maladjustments and misunderstandings, and advises courses

of action to improve the entire relationship of his client with the public.

He is often asked to meet specific problems or crisis situations. More often he is retained on a continuing basis to help guide the public relations policies and practices of the business.

Faced with today's incredibly complex public relationships, the executive needs professional advice in this field just as he needs a lawyer or engineer.

How can the executive decide which public relations organization or man is best qualified for his needs? It is difficult for him as a layman to differentiate among the publicity man, the press agent and the counsel on public relations. It is difficult to evaluate the soundness or unsoundness of the public relations counsel's methods, or to judge the effectiveness of his operations, since professional standards are not set by the state, as in other professions.

Here is a guide for organizations interested in engaging public relations counsel:

- ▶ To make sure of integrity and probity, ask for and evaluate personal references.
- ▶ To determine financial and credit standing, ask for bank references

and consult Dun and Bradstreet, Inc. or another responsible credit organization.

- ▶ To judge performance, consult officials of major communications media—newspaper and magazine publishers and editors and radio executives; and present and former clients.
- ▶ To insure that you get seasoned judgment and wisdom, ask for and study the biographies of the principals. For the knowledge to perform the intricate work demanded requires high educational background and continuity in the profession. No one, no matter how brilliant he may be, can start at the top of any profession. Years of apprenticeship and experience are needed to provide sound public relations advice.

The BERNAYS partnership was established in 1919. MR. BERNAYS charted the principles and methods of the profession. His books are the authoritative texts used in universities.

The BERNAYS organization has advised clients in practically every field and today it is consultant to outstanding organizations. Twenty-six years is the longest continuing relationship with a client, and many other clients have maintained their relationship with this organization profitably for years. MR. BERNAYS gives individual consultations on special problems in public relations.

## EDWARD L. BERNAYS

*A Partnership of Edward L. Bernays and Doris E. Fleischman*

occupying its own building at

26 EAST 64th STREET, NEW YORK 21



*Copies of these pamphlets  
by Edward L. Bernays  
will be sent without obligation, upon request:*

"The Social Responsibility of Public Relations"  
"Public Relations: A Growing Profession"

This organization serves or has served clients in, among others, the following fields:

Aircraft	Machinery
Amusement	Manufacturing
Automotive	Motion Pictures
Baking	Oil
Brewing & Distilling	Publishing—newspapers, magazines, books
Building	Railroad
Chemical	Real Estate
Communications—radio broadcasting	Retail Trades
Drugs & Cosmetics	Shipping
Educational and welfare organizations	Soap & Vegetable Oils
Electrical Products	Steel
Financial—Bank & Insurance	Sugar
Food & Beverages	Telephone
Government	Textile & Apparel
Hotels	Tobacco
Household Furnishings	Trade & professional organizations
Leather & Shoes	Transportation
Surveys of public opinion, analyses and recommendations	Extended contractual relationship
Confidential consultation on special problems	Analysis and adjustment of special problems

"Edward L. Bernays is known as the world's No. 1 public relation's counselor." *New York Post*. "America's foremost public relations counselor." *McCall's*. "The outstanding leader in public relations experience." *Magazine of Wall Street*. "The nation's No. 1 publicist." *Time*.



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# COMMENT

## "MR. CHAIRMAN, LADIES & GENTLEMEN!"

The audience shifts its haunches, looks hopefully around to see if any samaritan has opened a window, and settles down to another 40 minutes of boredom.

Why are so many of our speeches so bad? Why do so many men who are unchallenged authorities in their field fail so utterly in group communication? Surely the one best way to improve our conventions and make them more valuable is to improve our public speaking techniques.

Perhaps the generally low quality of public speech in our professional circles stems first from the fact that too few of those bidden to speak recognize and accept the responsibility that goes with such an invitation. Speech-making is a technique, like piano playing or watch assembly or berthing a trans-Atlantic liner. If a business man knows nothing of these techniques and doesn't care to take the time to explore them, he's imposing on an audience when he appears before it.

There are two distinct factors in a good speech: One is the content of the speech and the way its information is organized into a functional package. (In many ways a good speech is like a magazine article: it has a specific goal, it is organized for easy and quick assimilation, it has a climax, and it embodies structural tricks which result in pleasing effects). The other is the technique of delivery which includes platform manner, voice, gesture, skill in use of notes, and speed control.

The average business man cannot hope to equal the style of the man who is a speaker by profession—he is a specialist. But he can, through self-study alone if necessary, educate himself in the art of speaking to the point where he can do a sound, workmanlike job on the platform and be counted as a valued contributor.

A good speech is, as Ed Haggerty put it in his talk on sales meetings in San Francisco in November, only a "group sale." If we think of it from that standpoint, we must recognize first of all that we must have a worthwhile message—"something to sell." Then, in order to sell it, we must follow the precepts that govern a sales presentation. Mere conversation seldom makes buyers. That's why the meandering thinking-aloud type of speech leaves an audience so cold. By way of starting to improve the structure of our speeches, we could do much by starting with the old Attention, Interest, Desire, Conviction, Action formula.

To put it bluntly, if you can't be sure you will make a good speech, be a gentleman and a sport and turn down the next invitation. If you are still in the learning stage, use your appearances before your own business family or small local clubs as opportunities to improve. And if your professional capacity is such that you must speak whether you like to or not, set aside the practice time you need to attain fluency and poise behind a microphone. A little coaching from a speech authority can even make it possible for you to read a soundly conceived speech if you once master the knack of doing it.

We see no reason for shrinking from saying in print what all of us say privately to each other when we appraise and criticize public appearances of our brother

sales executives: The offer of a place on a program is too often regarded as a mere opportunity to occupy a spotlight, and not as a privilege which entails the responsibility of seeing that the listeners' time is well spent.

## WHEN PURCHASING POWER IS A STATE OF MIND:

Everyday people turn their purchasing power on and off with a thought. They buy the things they need or want the most—but they are "iffy" about other things which they might buy.

The recent resistance to prices posted on meat immediately after decontrol shows how quickly buyers can change their minds on what they are willing to purchase. Yet, before decontrol, many people apparently were clamoring for meat and presumably willing to pay the price. Meat is a basic food, so it was not surprising to find people buying again soon, but the significant act was the almost instantaneous decision of people not to buy for a while.

Aren't we in a period when more people are becoming "iffy" about more than the usual number of things which they might buy? In the case of meat this "iffyness" had an immediate and sharp effect on prices. Buying was stopped, then quickly resumed. But can we count on buyers deciding quickly that now is the time to purchase a house, a car, a refrigerator, or take a trip to Bermuda, once doubt enters their minds as to the wisdom of making such substantial purchases?

A quick way to check on this state of mind is to run a mental scoreboard for a day on the number of people who say they will buy something: If prices don't go higher; if prices come down; if earnings hold up; if quality improves, and so on. An inventory of your own personal plans should give you an idea of the answer.

With more than 57 million people employed and national income payments to individuals at the all-time high rate of \$167 billion a year, this "iffyness" would appear to come from fear of a decline in business rather than from lack of savings or current income to make many desired purchases. It's part of our boom or bust psychology.

Is it desirable or necessary to let this state of mind choke off the purchasing power which can prevent the recession so many writers are now apprehensive about? Obviously, it isn't. People have unsatisfied wants. They have a strong desire to buy.

What can be done to overcome this pessimistic "iffyness?" As the first step, why not give the public the facts? Tell them why prices are going up—or coming down—or remaining unchanged. Explain shortages and keep at it until supplies are freely available. Assure people they are getting good values.

Then, isn't now the time to resume the kind of selling—if you haven't already—which makes people want goods and services, and not be uncertain whether they would buy them if they were available? It should be easier now to keep people—with their savings and current income—sold on the idea of buying than to start the sale from scratch again.



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